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POLICE AND SECURITY NEWS

The Information Source for Law Enforcement and Homeland Security

July/August 2013
Volume 29 Issue 4

Technology Focus: SWAT/TACTICAL EQUIPMENT

Operations Planning for Law Enforcement

How to Delegate... and Not Worry

Plus, Much More!

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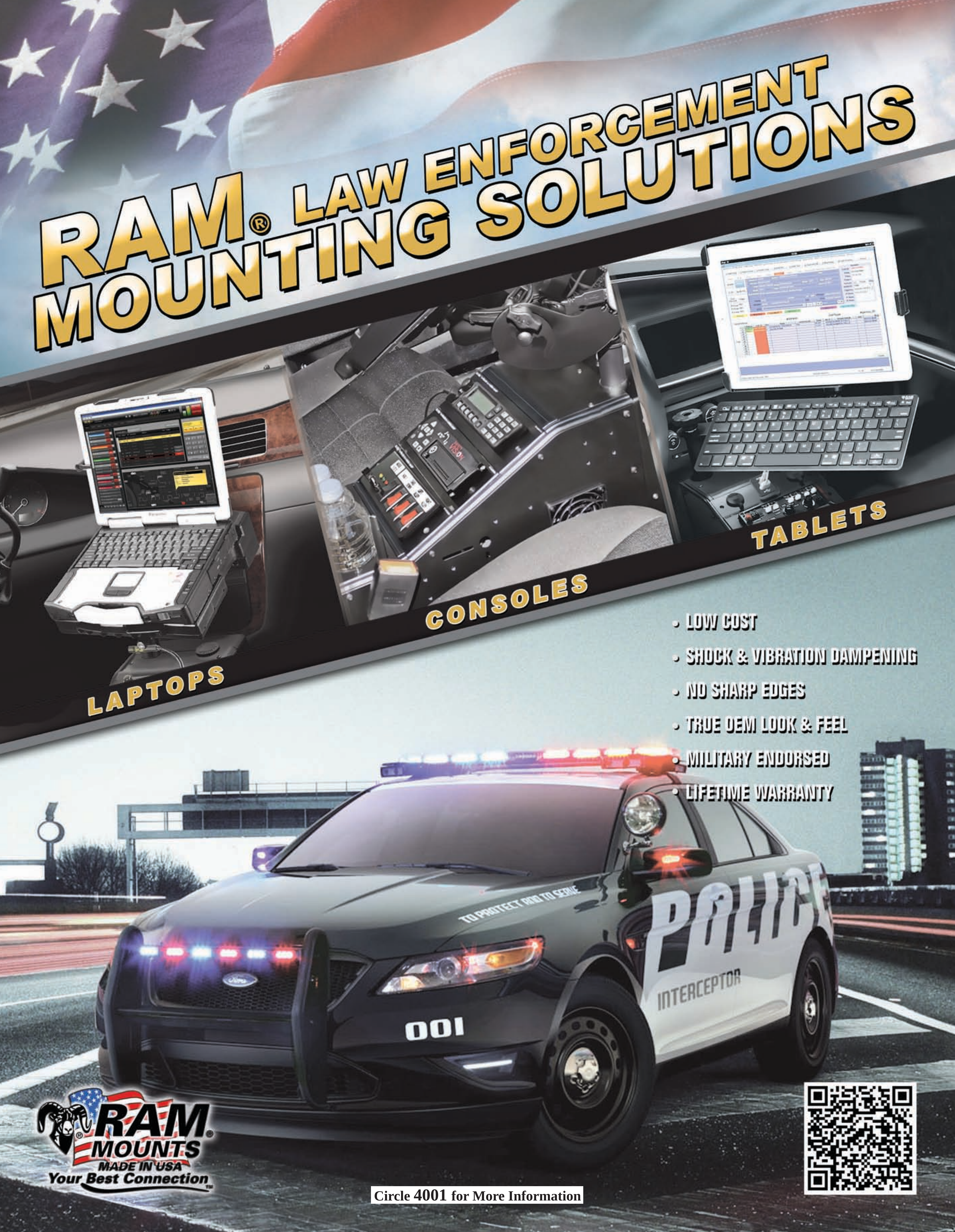
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Tuffy Security Products has introduced the latest in secure gear storage and organization. The **Tactical Gear Security Drawer** is precision crafted in the USA from 16-gauge steel. The functional and customizable drawer units can be locked with Tuffy's patented locking system to provide protection for tactical weapons and equipment; the superior engineering makes it lighter weight than others on the market.

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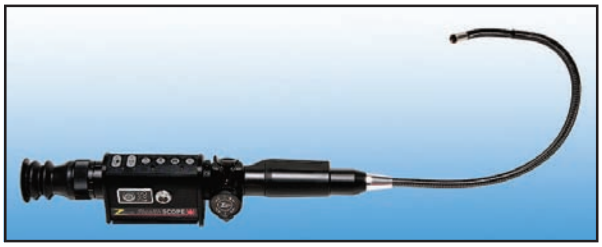

New Videoscope from Zistos Corporation

Designed for tactical surveillance applications, the **StealthSCOPE™** is a videoscope which combines a powerful internal 980nm IR laser light source with electronically enhanced, low light video processing. Its 9mm diameter; four-way articulating tip; and a semirigid flex and stay guide tube make it easier to see around corners, under doors, and inside vents and ceilings. It is available in lengths from .5 to three meters long and can generate images of objects and individuals as far away as 20+ feet in pitch darkness.

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New Variable Combat Optical Gunsite

Trijicon® has introduced the **1-6x24 VCOG™** (Variable Combat Optical Gunsite), combining a fixed power optic with the ballistic reticles of a variable optic. This first focal plane **VCOG** is machined from a 7075-T6 aluminum forging and was given a Mil Spec hard coat anodized finish. There is a full 90 MOA of windage and elevation adjustment and it is offered with seven different reticle choices. An integral mount secures the optic to any M1913 Picatinny rail; it is waterproof to 66 feet; and it features an oversized and knurled adjustment knob.

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New Generation of BearCat® Armored Vehicle

The BearCat EOD or **BombCat**, from Lenco Industries, can accommodate a large tactical robot which can be accessed using a ramp at the side door or deployed from a hydraulically controlled platform at the front of the vehicle. It can be equipped with an optional roof mounted, 24X zoom camera with high intensity scene lighting, a thermal imaging camera, CBRNE equipment, and advanced communications sensors.

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New Night Vision Series of Goggles

American Technologies Network (ATN) Corp. recently introduced the ATN **NVG-7 series** of night vision goggles. The multipurpose series allow users to operate the **NVG-7** as a handheld, head mounted or helmet mounted night vision device. The single tube night vision goggle is built around a high-grade 18mm Gen 2+ or Gen 3 image intensifier tube and uses a binocular style design for convenience. Lightweight and compact, the **NVG-7** is housed in a durable body and has a built-in IR light source for close-up illumination in total darkness. Other features include auto brightness, bright source shut off and an adjustable interpupillary distance.

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THE HITCHHIKER'S GUIDE TO THE NSA

Is the National Security Agency "making the right trade-offs" in balancing privacy rights with national security prerogatives?

I doubt that there are two authors whose writings are as far apart as Neil Postman and Douglas Adams. The one thing both men have in common is that they are deceased and I doubt that anyone has cited both of their works in the same article, but I will because I hold both in high esteem.

Postman, my favorite social critic, wrote in his brilliant book, *Amusing Ourselves to Death*, that our society's undoing would not come as a result of too little information – as in 1984 – but by an onslaught of way *too much* information, so much so that it actually renders information as meaningless drivel, as in *Brave New World*. I think Postman was right. Look at texting, tweeting, the Internet, and cable TV, and tell me how much of it is really important or useful. We don't suffer from a lack of information. We suffer from a *tsunami* of it. The only person I've seen lately suffering from a lack of information is FBI Director Robert Mueller. What an embarrassingly poor job of preparation he did before the FBI Oversight Committee – even for the dumb ass questions they asked. He even admitted it.

If Postman were alive today, he would have much to say about the National Security Agency (NSA) and I think most of it would be that the NSA itself is not a great threat. It is the people – the regime – above the NSA (and the IRS) whose misuse of power concerns me. Edward Snowden, the latest in a string of government whistle-blowers, has gone public with his insider view of the NSA and its immense ability to spy on "anyone, including the President, if I wanted to." The fact that the NSA has the ability to monitor any and every communication we make is terrifying to many. It doesn't terrify me – not quite yet. The NSA swears that they do not "keep" all the information they gather on U.S. citizens. I believe that for the sole reason that it would become a storehouse of mostly useless drivel. If I'm having a personal conversation with my wife on the phone about our finances or our travel plans, of what value is that to them? If, on the other hand, I am uttering euphemisms which follow a pattern and could be a discussion about a bomb or a plot against a U.S interest, then the NSA, by the power vested in them by the Patriot Act, has the authority to not only keep that, but to keep listening as well. This very article, when I send it in an E-mail to the editor of this magazine, might trigger something at the NSA which would cause one of Snowden's former colleagues to flag the E-mail and read it. Once they get to the end, they will see it is just commentary and there should be no need to keep it. Have I been harmed by them reading it? No, and I truly have no problem with them doing so under those circumstances. I find Snowden to be a whiny, irresponsible guy with some sort of axe to grind. There was something in his body language during that video which indicated that he wasn't really all that outraged by anything. If it's attention he craved, he's sure getting that.

What is really getting everyone's underpants in a major twist is that certain people might have agendas which are *not* about mining only terrorist related data. The latest revelations about the IRS have raised hair on the necks of every American. The director of the IRS didn't wake up one morning and decide to target conservative groups. Just who is pulling the strings? If a government entity with the sprawl and might of the IRS can be directed to do things at the whim of someone higher up, then who is to say that the NSA or the FBI, or anyone else cannot be just as readily directed?

The Patriot Act was put into play because we were fighting terrorism. It was designed to

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identify and monitor communications which may be linked to those wishing to do our country harm. When the NSA is monitoring my talk with my wife and they hear us planning a trip to Ft. Myers Beach with the kids, they are supposed to switch the monitoring to the next red flagged conversation. But, what if my wife suddenly says, “Um, honey, sorry to change the subject, but I’m filling out our tax return and, um, I don’t think we should disclose all that profit we made from your carpentry business. If we do, I think we’ll owe a bunch this year.” My wife’s decision to cheat on the tax return may well be a violation of law, but the listening in on the conversation is a much greater one. If what we are talking about is *not* terrorism related, then the collection and recording of that conversation is supposed to pass a Fourth Amendment test, and the use of it against me and my wife is supposed to undergo a Fourteenth Amendment due process. I should have the opportunity to challenge the veracity of the recording in court and let a neutral magistrate decide on the validity of the procedure used to collect it. That’s what we all fear – the potential disregard for those basic Constitutional protections.

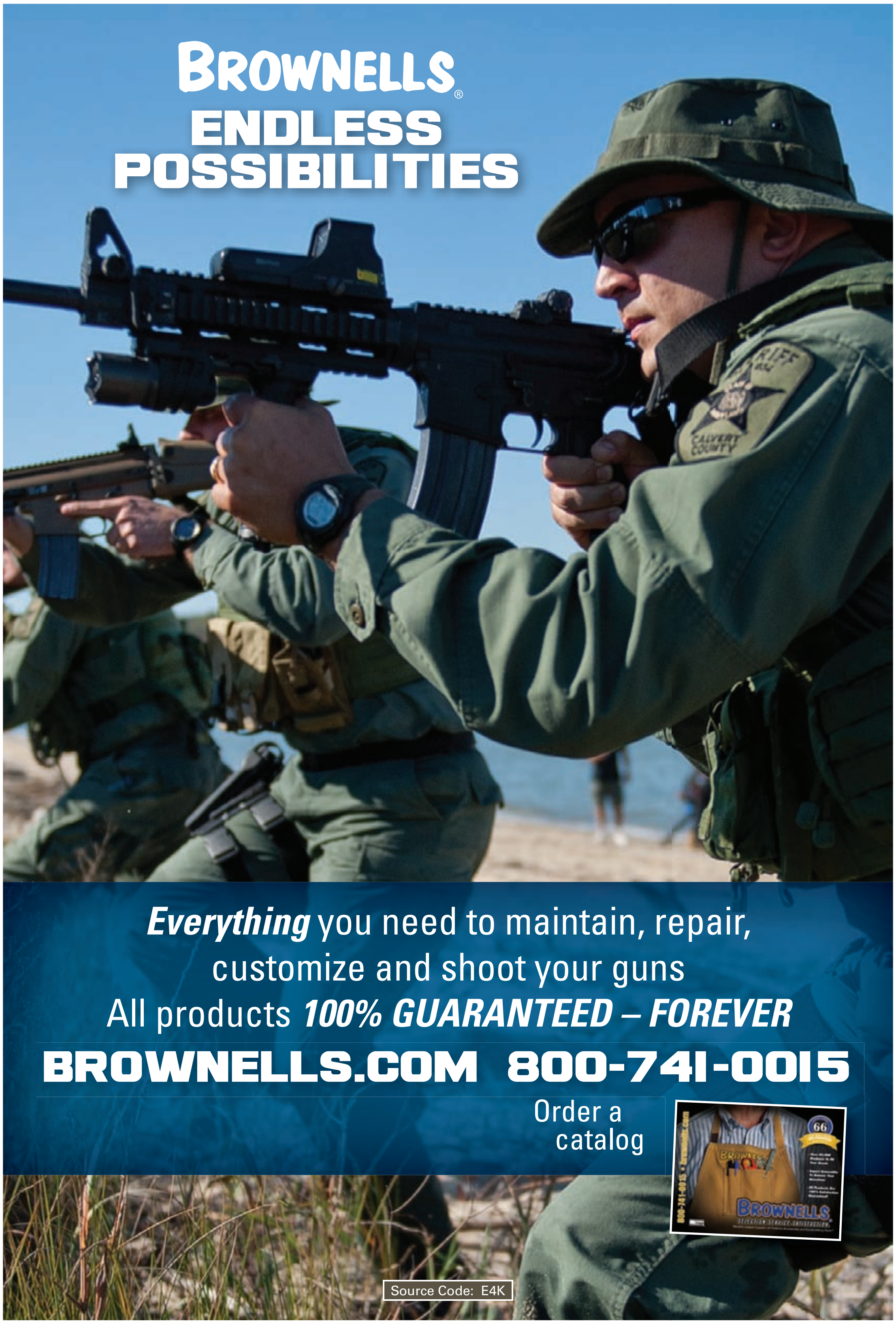
What makes all of this particularly appalling is that, on top of all of the profiling they have been doing, they have responded to public outrage with monstrous, double standard arrogance. IRS Director Lois Lerner, when questioned, took the Fifth to avoid self-incrimination. *You* try to do that when they call to ask you about discrepancies in your tax return! Better still, when the IRS was being asked for records and receipts to satisfy the auditors looking into 50 million dollars’ worth of conferences and workshops (with the now infamous line dances), they said they could not find the receipts.

Say it out loud to get the full irony of it: *The IRS could not find the receipts.* These are the people who demand receipts for charitable donations over $600 and, when we can’t find them, they tell us our claims are invalid. I don’t care which political party you are affiliated with; this behavior has to make you ill to the core.

So, we have a Foreign Intelligence Surveillance Act (FISA) court which meets in secret to determine legal issues and give certain wiretaps the green light. Most of them knew this already and the ones who don’t aren’t really interested until you start talking about seizing their cell phones. That’s where Mueller’s testimony was actually interesting because there were questions being launched at him which are Fourth Amendment issues of completely untrodden ground. Is your GPS location on your phone considered “content”? These search and seizure issues of digital information which are doubtlessly on a collision course with the nine justices of the U.S. Supreme Court are good stuff.

So, until the dust settles – if it ever does – on the IRS investigation, and until the NSA can somehow calm the jitters of American nerves, we’ll have to rely on the simple advice displayed in large, friendly letters on Adams’ *Hitchhiker’s Guide: DON’T PANIC.*

About the Author: Ramesh Nyberg retired from law enforcement in November 2006. He spent 27 years in police work in South Florida, 22 of those years in homicide as an investigator. He has taught homicide investigations and interview/interrogations at the local police academy. He now teaches criminal justice classes at a Legal Affairs Academy program in a magnet high school in Miami. His students frequently read the copies of Police and Security News *he brings to the classroom. Mr. Nyberg may be contacted at: ramesh.nyberg@gmail.com.*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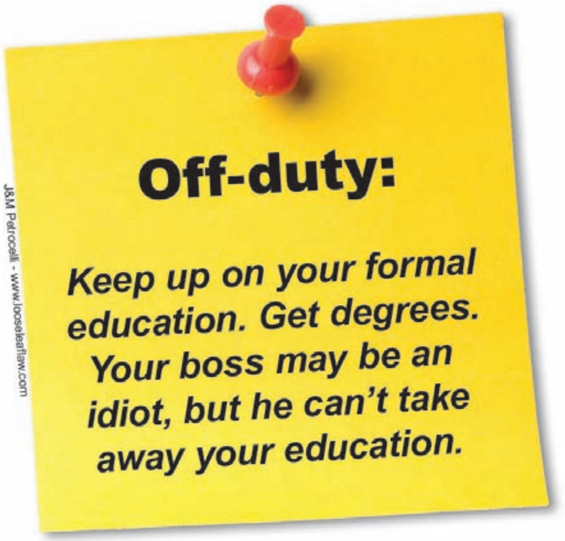

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Michael Carpenter

HOW TO KEEP YOUR BOSS HAPPY

Whether your boss is a high ranking administrator, a crusty old sergeant or the chief of police, you need to know how to work with him for his benefit and for your future success.

If you have the ability to make his (or her) life easier, rest assured that he (or she) will instinctively make your life easier.

Keep in mind that policing is a people to people business. The "people" involved are many and varied. There is the public (on both sides of the law), the politicians, your peers, your boss, and his boss – all of these people need to know how you can help them. It may sound difficult, but, as a professional police supervisor or administrator, you may find it quite easy to satisfy these competing interests if you are willing to follow a few simple guidelines.

Do Your Best: You are not perfect, but you need to constantly try to do the right thing at the right time. You need to make timely and competent decisions at the time and place they need to be made. Then, stand by those decisions. By doing so, you will gain the respect of those you work with, including your bosses, your peers, and your "people."

Take Ownership: Whether your responsibility is a shift, a bureau or precinct, or an entire community, it is your duty to deal with it effectively. That means different things to different people. In some instances, it is your responsibility as a police commander to "keep the lid on things" and that's it. In other situations, your goal may be to maintain security and a perception of safety for your people or for citizens. Whatever the situation requires of you, you and your people should deliver it with professionalism, pride, and quality of service.

Deliver More than You Promise: There are minimal standards which your boss and the community will require from you as a police commander. Do more! A successful police leader will spend the time and effort to not only get the job of basic policing done, but will spend the extra time and effort to ensure excellence in every aspect of the policing effort.

Have a Passion for Your Job: If you get excited about coming to work and doing your job as a police supervisor, that enthusiasm will serve as an example to your people. Be upbeat and enthusiastic about enforcing the law, guarding Constitutional rights, and serving the public, and that attitude will become infectious with your people.

Be Customer Driven: Whether you are dealing with a city manager, a fellow supervisor, a subordinate, or a complainant of a minor crime, keep in mind who they are, their concerns, and your position and influence on their current plight. Professional police work involves empathy, understanding, and appropriate action on your part. Make it all happen.

Meet the Challenges: Policing is changing so rapidly that we will all face challenges unknown

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to previous generations of police supervisors. Meeting those challenges requires a new breed of professional, educated, and astute police supervisors. Managing a new and diverse generation of police officers offers even more challenges than our forefathers faced.

Recognizing the challenges and changes is a milestone for police supervisors. Meeting those challenges and changes is the task before you. Successful and motivated police professionals will meet and overcome these challenges and obstacles. There should be no other option.

Develop Your People Skills: In order to be a successful police commander, you must have good "people skills." You must have the ability to command without appearing officious. You must be able to develop the confidence and loyalty of the people both above and below you in your organization. This does not "just happen." You must develop a relationship with your people over time through the strength of your personality and through exhibiting your skills and abilities in your everyday actions.

So, what does all of this have to do with "Keeping your Boss Happy"?

Rest assured that they are always watching. They are in contact with your subordinates and your peers. They "know" your reputation as either a firm, solid professional whom they can trust to get the job done or as someone who made a choice not to be successful.

Try to "score with your boss" by working hard at every aspect of your job every day. Treat everyone fairly and always try to do "the right thing." In doing so, you will automatically "score" with your boss and not even know it.

Next thing you know, you'll be promoted – again.

About the Author: Mike Carpenter has been on the police side of criminal justice for more than 25 years. He started out as a city cop and then went to a state police agency (trooper, detective and patrol sergeant). After that, he worked for the New York State Police Division of Criminal Justice as a police training specialist.

Currently, he teaches criminal justice courses at a college in upstate New York. He has two master's degrees; has been a certified police trainer for more than 20 years; has written numerous articles; and operates a police management consulting business (www.policemanagement.com).

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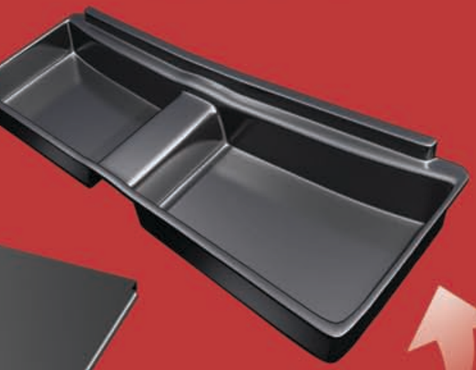

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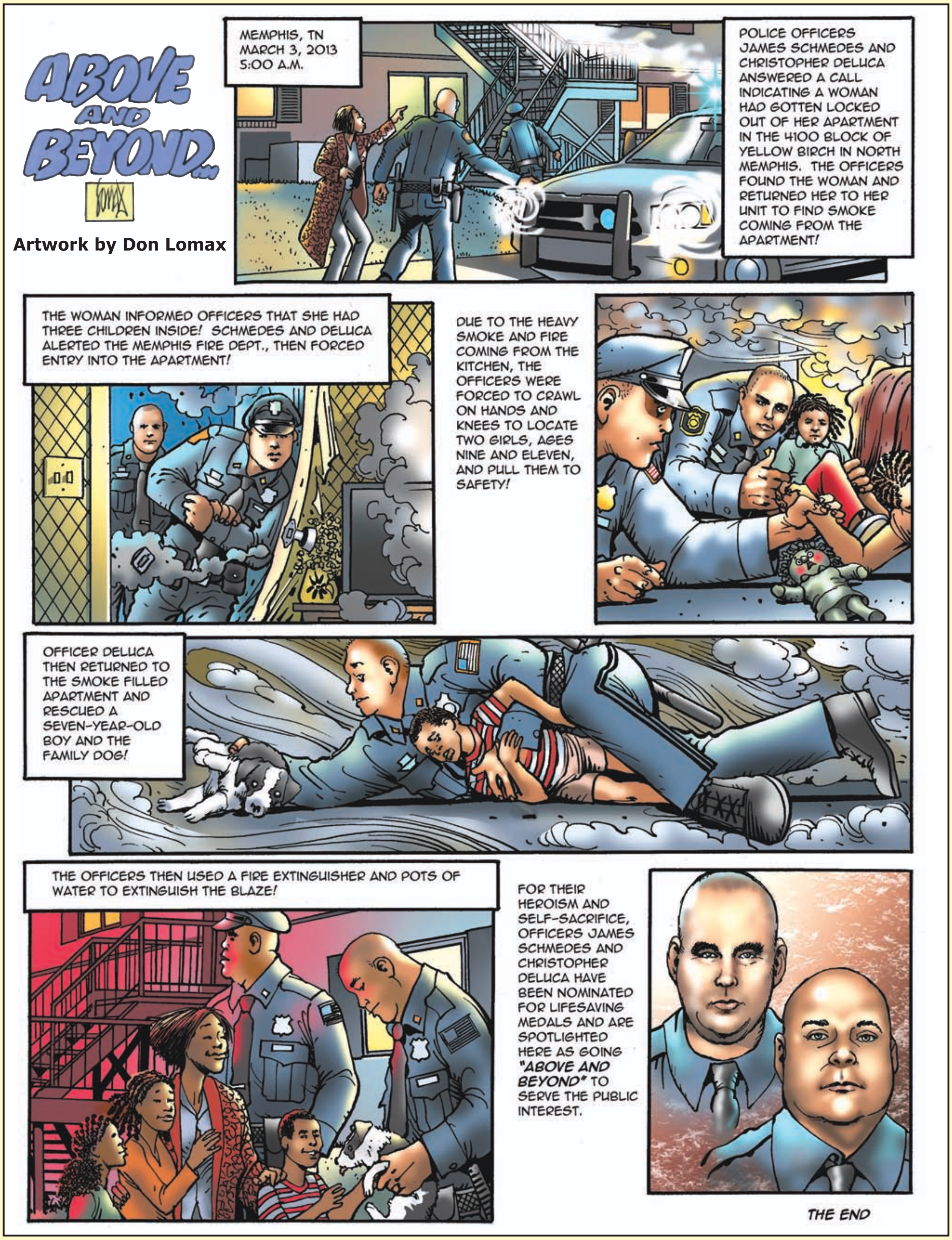
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OFFICER DELUCA THEN RETURNED TO THE SMOKE FILLED APARTMENT AND RESCUED A SEVEN-YEAR-OLD BOY AND THE FAMILY DOG!
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THE END

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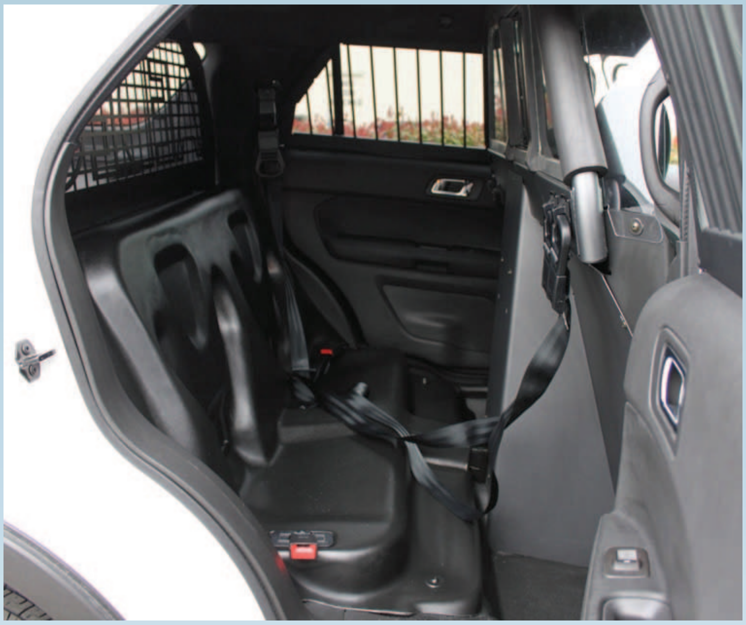

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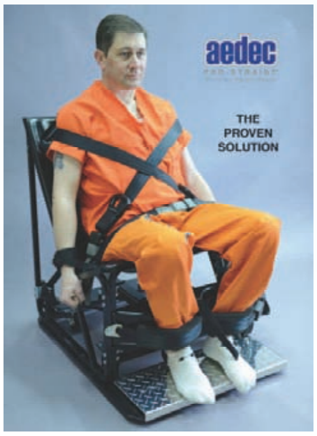

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Walt Rauch

THE COLT AR MODEL LE6940P FOR LAW ENFORCEMENT

This modular carbine from Colt features an Articulating Link Piston (ALP) operating system which it originally pioneered for the US Army.

The Modern Sporting Rifle (MSR), as the AR-15 semiautomatic rifle is now identified, is the most popular rifle in the United States. In its original configuration as the M16 with semi- and full-auto capability, it is now the longest serving rifle in our armed forces. In military use, it has undergone, and continues to undergo, refinements as dictated by battlefield experiences. The Colt LE6940 rifle (LE for Law Enforcement) has some of the most wanted modifications, including a choice of operating systems, as it can be had in either the original Direct Gas Impingement (DGI) system or Colt's Piston Impingement System (PIS) which is a variation of a long established and well tested operating system in military rifles – the AK being the most proven of all. Choosing either system from Colt Firearms is a safe bet – with Colt being the only producer for decades of the DGI operated M16 in numerous configurations, along with the historic success of Colt's piston system.

This writer found the Colt LE6940P carbine easy to like and shoot well.

Features

Paraphrasing the Colt instruction manual, the Model LE6940P ("P" for piston) reviewed here is an Advanced Piston operated rifle. It features a monolithic upper receiver which has a MIL-STD-1913 (Picatinny) rail at the 12, 3 and 9 o'clock positions. The fourth rail, at six o'clock, is removable to give access for further cleaning of the rifle, if need be. The buttstock is collapsible to provide a better fit for various body sizes and the presence of bulky clothing. The rifle weighs 7.35 pounds (unloaded); the overall length is 35.5" with the buttstock fully extended and 32.0" when the buttstock is collapsed.

Space here prohibits a lengthy evaluation of the piston impingement system of operation used by the Colt LE6940P, where gas formed from discharging a cartridge moves a piston and a piston rod. The piston rod then impinges on the bolt to cycle the action. With the Colt articulating link system used here – a variant of the PIS – the gases vent off through a port near the barrel muzzle which allows the action to stay cleaner longer compared to the DGI system. (The DGI in the AR design directs the gas through a tube to operate the bolt. When doing this, the gas is carried into the rifle's action, causing the action to foul earlier than it will with the PIS.)

Also, while some discussion is made of the relative accuracy of the DGI in an AR over the PIS, I see both systems being more than adequate for most purposes.

The LE6940P has a chrome lined, six groove barrel rifled 1 in 7" twist, with a barrel length of 16.1". The safety selector is reversible and particularly appreciated are the three supplied seven inch long composite snap on rail covers, as handling

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The rear sight, folded - half minute windage and elevation changes can be seen by the white indicator markings and felt by half inch "click" adjustments.

The grooved manual safety is user reversible.

Target results at 100 yards; mine are the larger ones.

abruptly cornered rails with your bare hands can sometimes be unpleasant. Covers are cut to length as desired. The Rogers Super-Stoc™ allows changing the stock length to one of four positions and the stock can also be easily removed.

Sights

The LE6940P has adjustable Back-Up Iron Sights (BUIS) which are (according to the instruction manual) calibrated to make effective use of M855 ball ammunition. The front sight should be adjusted for elevation only for the initial zero. To lower the front sight, a large flat and grooved rectangular retaining latch is moved downward. To erect the sight, pull it up until it automatically locks. The MagPul windage and elevation adjustable aperture rear sight stalk is held up or down by a spring driven detent. Adjustments move the sight in half inch increments at 100 yards. The sight has white hash marks for windage changes and numbered white hash marks for elevation changes.

At the range, Joe Venezia and I were able to obtain very nice five shot groups using a 1-3x14mm Leopold® Mark 4® CQ/T® (Close Quarter/Tactical) sight (**www.leupold.com**) with an aiming dot size of 3MOA (Minute Of Angle) at 3x and 9MOA at 1x power. We were shooting from a sturdy bench rest, firing best quality ammunition from Black Hills, Hornady®, COR®BON and Winchester®.

Range Results

We did not expect great results with a low power optic and a measured, gritty 7.5 pound trigger pull which didn't improve despite ample lubricating and repeated dry firing. As it turned out, those things were not an impediment, as Joe demonstrated with his first five shots. He shoots a lot of ARs in his gunsmithing work and it showed. After sighting in, Joe fired up the Black Hills and then followed with COR®BON ammo. Before he looked through the spotting scope I was using, he apologized for his poor groups, pointing out that, with the scope's magnification at 3X, the center aiming dot covers about three inches of the Shoot•N•C® target at 100 yards.

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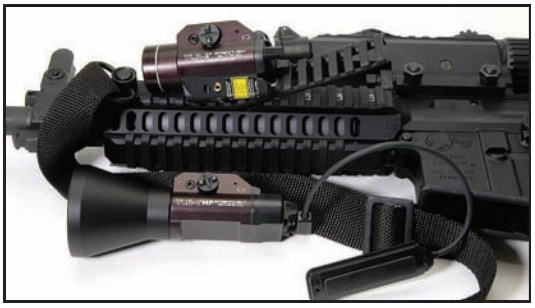
What Joe was saying was that, when the scope is set at its highest magnification of 3X (which would allow for better placement of the dot on the 7.75" diameter bull's eye), the dot would also cover three inches of the target, making precisely replicating his sighting of each shot much more difficult. If he chose to power down to 1X to get a smaller dot, he would also decrease replicability. He chose 3X, but said he didn't expect the best. As he fired, I scoped the targets and estimated he had the potential of shooting under two inch groups. My only comment to him was suggesting he just keep shooting and we'd hope for the best. (I didn't want to jinx him.)



The rails allow a wide range of positions to mount optics and accessories. Shown are the Streamlight® TLR-2 and the TLR-1 HP. The rail covers can be cut to fit as necessary.

Measurements confirmed he shot well, as his first effort was a 1.5" five shot group using Black Hills 73-grain Berger BTHP and his second target was a 1.75" group using COR®BON 69-grain BTHP. When I got behind the rifle, I could not match his work. I managed a 1.75" four shot group, with one jerked shot for a final five shot spread of 2.00" using Winchester 55-grain Ballistic Silvertip®, followed by another two inch group using Hornady 75-grain TAP Precision® BTHP ammo.

At this point, we agreed we were not going to get better results than what we had, so we stopped our formal accuracy efforts. Later, changing to assorted brands of 55-grain FMJ loads from Remington, Winchester, PMC and Federal and with the BUIS, I was able to shoot "minute of range" debris – sticks and dirt clods – with a good number of hits to go along with a few misses.

There were no problems with feeding from either of the two supplied Colt 20 round magazines. Extracting and ejecting were also trouble-free, with empty cases landing six feet to the shooter's right rear side.

All of this shooting confirmed that the piston system gives more felt recoil compared to the direct gas impingement design but, while noticeable, it was not in the least bothersome physically when firing multiple shots. The lack of the gas system recoil buffer spring "twanging" in your ear with the DGI system was also nice. I particularly liked having the quickly detachable sling swivels and swivel holes at 9 and 12 o'clock. With the sling at 12 o'clock, the rifle is very comfortable moving around or for long-term carry. With the sling swivels at 9 o'clock, I could use a hasty sling which, if you have the time, is a definite aid for more accurate offhand shooting.

Final Thoughts

As to our results and what should be expected from this rifle, using a tactical optic and a gritty, heavy trigger is not the best way to go about find-

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CHRONOGRAPH AND ACCURACY RESULTS

The following data was obtained using a Pro-Chrony® chronograph at 300 feet above sea level with a temperature of 59 degrees. The rifle used was the Colt LE6940P with a 16.1" barrel. The five shot group averages were fired at 100 yards, shooting supported from a shooting bench.

Ammunition	Group Size	Velocity (fps)	SD*
Black Hills (new) 73-gr. Berger BTHP	1.50	2590	15
COR®BON 69-gr. BTHP	1.75	2660	18
Hornady® 75-gr. BTHP TAP Precision®	2.00	2577	13
Winchester® 55-gr. Ballistic Silvertip®	2.00	2780	19

*Standard Deviation

COLT LE6940P AR-15 CARBINE
Technical Specifications

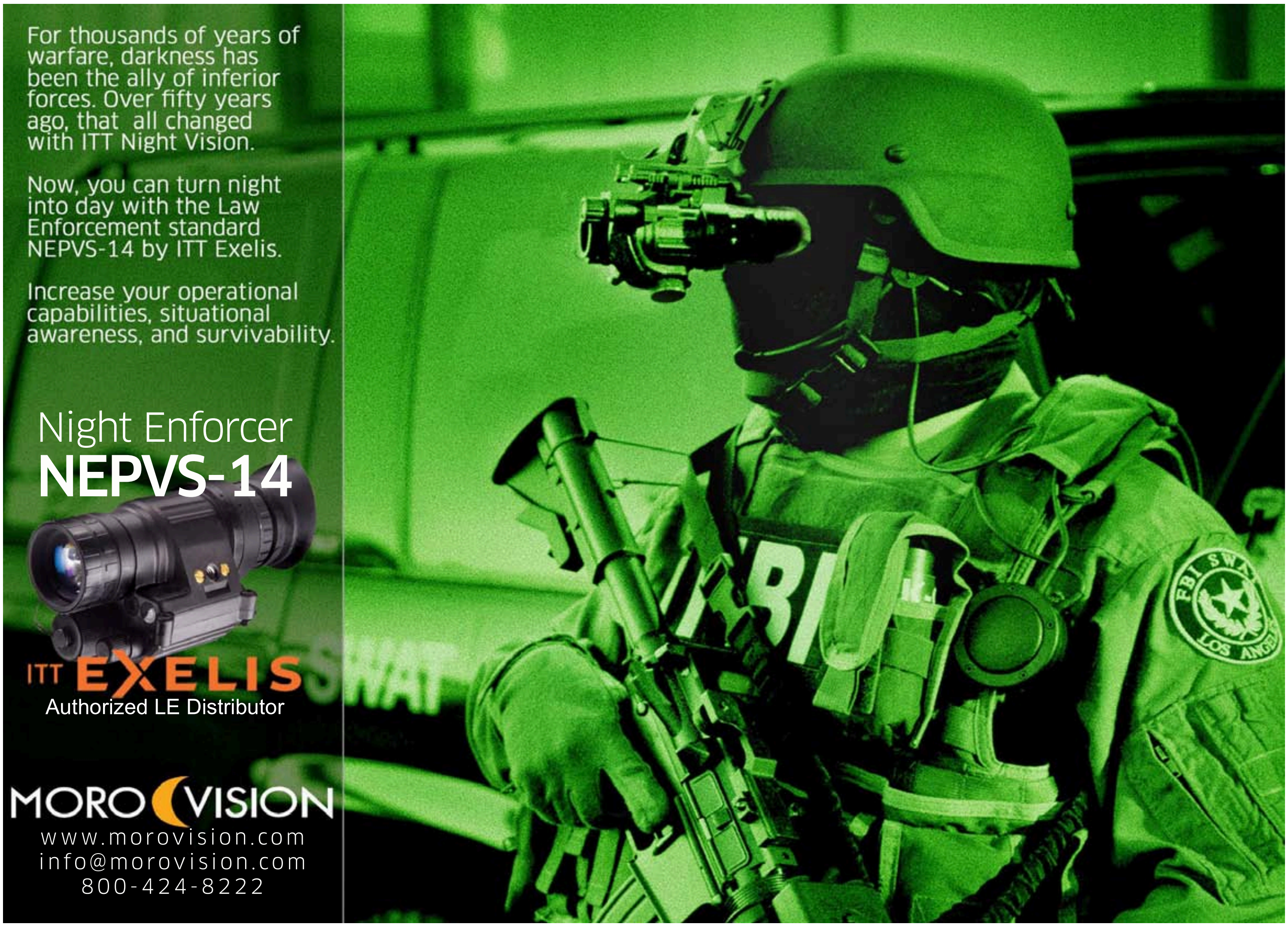
Model: Colt LE6940P
Action: Articulating link piston system, locking bolt
Caliber: 5.56 x 45 NATO
Barrel length: 16.1"
Receiver: Patented, MIL-SPEC, one-piece upper assembly, with monolithic upper rail
Bore: Chromed, six grooves, 1-7" RH twist
Front sight: Flip-up, adjustable post for elevation
Rear sight: Flip-up, adjustable for windage and elevation
Extended length: 8.5"
Collapsed length: 32"
Weight: 6.9 pounds
Finish: Matte black
Trigger: Two-stage weight – 7.5 pounds
Safeties: Two position and reversible manual thumb safety
MSRP: $2105.00 (with two magazines)

ing out. But, they are what can be expected if you are looking at *self-defense* applications, not self-gratification from winning trophies. Based on past experiences, if we used the same ammo, a 6X to 24X target scope and we had polished up the trigger, I'm sure we'd have gotten into sub-one inch group territory at 100 yards!

As far as adding anything to the LE6940P, I would add a quality tactical light, such as one of the three new lights from Streamlight® (**www.streamlight.com**) – the Streamlight TLR-1 HL, TLR-2 and TLR-1 HP models (this last one must be a relative of an aircraft landing light!), along with a good low power or no power optic. Other than this, the Colt Model LE6940P is just fine as is.

About the Author: Upon receiving his BS degree from Carnegie Tech and completing service as a Special Agent in U.S. Army Intelligence, Walt Rauch was a Special Agent with the U.S. Secret Service and an Investigator with the Warrant Unit, First Judicial District, PA.

Rauch is also a writer and lecturer in the firearms field. He is published regularly in national and international publications.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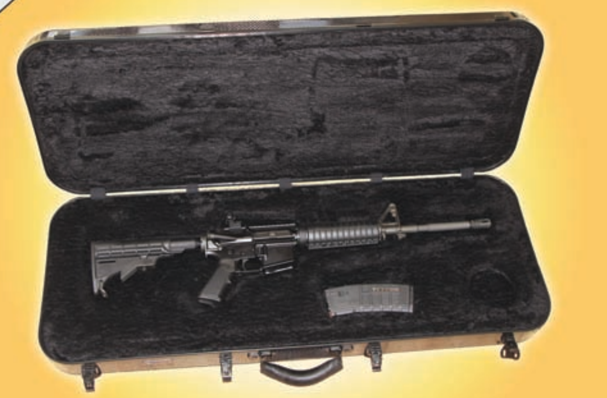


DM1000™ Carbon Fiber Silhouette™ M4 Rifle Case

Richard Johnson

Storing and transporting a rifle is an important aspect of a police department's overall firearms program, yet it is often addressed as an afterthought by many agencies. When a department spends thousands of dollars for a rifle, optic and accessories, it only makes sense to protect that investment with something more than a cheap padded case bought at the local discount department store.

The TKL Outdoors Diamond Black DM1000 Carbon Fiber Silhouette M4 rifle case is a product aimed at the public safety community's need for high quality patrol rifle cases. TKL Outdoors has been making quality gun cases for the law enforcement and military communities since 1984.

This high quality case features a carbon fiber construction, reinforced with DuPont™ Kevlar®.

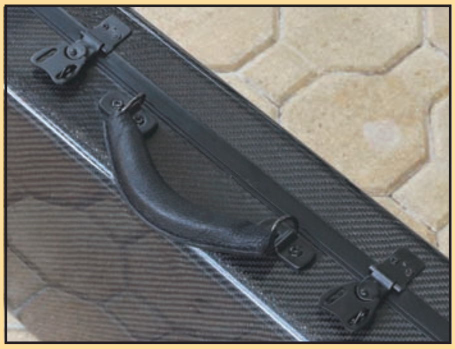
The carbon fiber construction is more than just a look or finish. It was purposefully selected by the company for the high strength to weight ratio, and is reinforced with DuPont™ Kevlar®. Because of this, the Diamond Black DM1000 is lightweight and well-balanced. The case weighs in at slightly less than 12 pounds, but feels lighter when carried. The lighter feeling comes from the fact that the case is very well-balanced and easy to maneuver. The DM1000 is rigid with no perceptible flex.

Water resistance is important in any rifle case and the DM 1000 has that covered. The seal is very tight with a plastic gasket to prevent rain or splashes from entering the case. When latched, the lid is pulled tight into the gasket, further enhancing the water-resistant design of the case. Although I did not test it, I suspect this case could be immersed for short periods of time with no ill effect to the gear stored within. The DM1000 is not marketed as being waterproof.

The four latches on the front of the case are very strong. The latches are butterfly-style which cinch the case snugly closed when twisted into position. Once closed, each of the latches can be individually secured by use of a padlock, increasing security when compared to a single locking point.

Stops are elegantly built into the lid hinges, preventing the case from opening too wide and damaging the case. The built-in stops eliminate the need for a chain or other stay on the interior of the case. This improves the aesthetics and removes material which may catch on the rifle when it is removed from the case.

The handle on the DM1000 is well padded and covered in high quality black leather. It is very comfortable to carry when loaded with a rifle and gear. There are tall rubber feet on two sides of the DM1000 which provide traction when placing the case down onto a surface. The feet also help protect the finish on the case from being marred.



Each of the four latches can be secured with individual locks, and the case is well balanced with a thickly padded carrying handle.

The interior of the case is custom molded for the AR-15/M-4 using a rigid foam construction technique called Advanced Inter-link Construction®. The foam is not soft and squishy, but is comparatively hard and covered in a soft material. While this method of construction prevents the end user from changing the interior layout, it does offer superior protection to the rifle and gear carried in the case.

GPS tracking is an option which can be built into the cases. The feature is called the TKL Trackr™ which allows the case to be tracked through an application on a smartphone. With the system, a department or individual can set up a "geofence" around the firearm's normal storage location. Should the TKL Trackr enabled case leave that preestablished zone, the system sends E-mail and text message notifications to the appropriate accounts. This helps prevent successful theft of the firearm.

The DM1000 is certainly strong enough to handle nearly any abuse which a street cop can throw at it. Based on its design and price point, however, the DM1000 is not the ideal rifle case for the average street cop. Instead, it appears best suited for the specialty rifle carried by a SWAT officer or squad level designated marksman.

To be carried by a patrol officer, the case would have to be stored in the trunk of the vehicle which rules out easy access by the officer. Additionally, the butterfly latches which help secure the rifle and make the case water-resistant are slow to operate – even more so if locks are in place. When a patrol officer rolls up on a hot call, he (or she) needs that rifle in hand as quickly as possible – and nothing is as quick as a rifle mount located in the passenger compartment of the car.

However, the DM1000 excels for the SWAT or other officer who deploys with precision optics mounted on the rifle. It is extremely important that a scope remain zeroed while stored which means it must be well protected. Protection is what the DM1000 provides and the cost of slower deployment is worth the knowledge that the rifle will put the first round on target.

The base MSRP on the TKL Outdoors Diamond Black DM1000 Carbon Fiber Silhouette M4 rifle case is $1999.95. The TKL Trackr adds an additional $229.95 – $599.95 (depending on desired capabilities). The rifle cases come with a limited lifetime warranty which covers everything other than normal wear and abuse. The case ships with a heavy-duty nylon bag which will help protect the appearance of the case for many years.

All of the TKL Outdoors cases are made in the United States and the company is a designated veteran owned company based in Oilville, VA.

For an officer or department which needs a high degree of protection for a precision rifle, the TKL Outdoors Diamond Black DM1000 Carbon Fiber Silhouette M4 rifle case is an excellent option. It is well built and backed by a lifetime warranty from a company which has been around longer than many of today's patrol officers.

About the Author: Richard Johnson is a police officer and trainer with a mid-sized police department in Central Florida. He operates the police training Web site, BlueSheepdog (www.bluesheepdog.com).

For more information, visit
www.tkloutdoors.com

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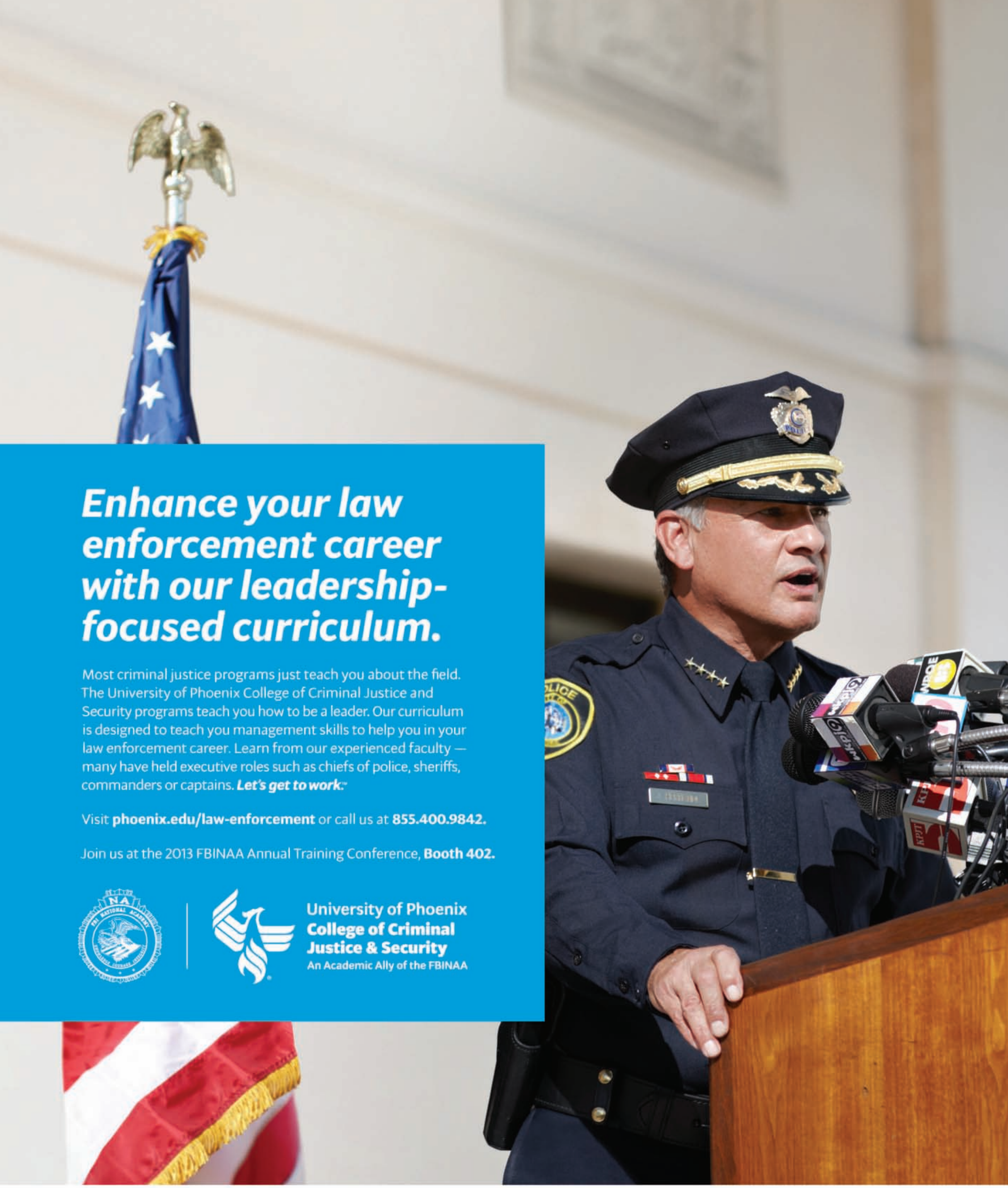

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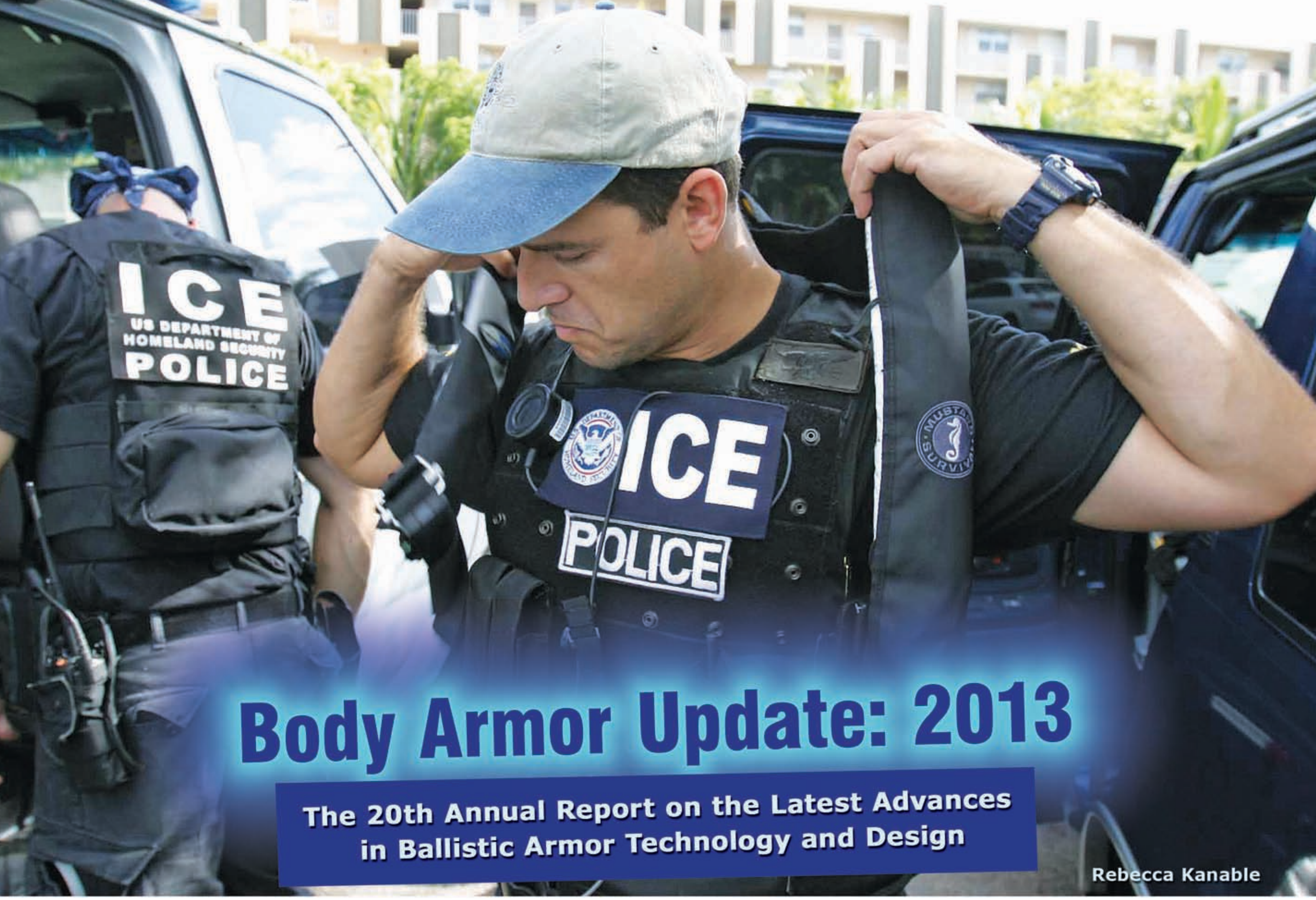
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Body Armor Update: 2013

The 20th Annual Report on the Latest Advances in Ballistic Armor Technology and Design

Rebecca Kanable

This year's body armor update includes good news about wear rates; not so good news about federal funding; and continued product development for law enforcement's ever changing needs. In addition to seeing agencies replace vests about every five years, body armor manufacturers report seeing a demand for antirifle plates and hard armor plate carriers worn over soft body armor.

"More and more officers are encountering rifle threats – on the street or [during] standard calls for service," said Georg Olsen, Sales Manager at U.S. Armor, adding that this is a growing and disturbing trend in urban areas which have historically not experienced it as often as those in rural areas.

Michael Foreman, Vice President of Government and International Sales and head of product line management at Point Blank Enterprises, said, "Traditionally, where we used to wait for SWAT to show up, there's the expectation that first responders will be able to respond timely and effectively."

To be able to respond effectively, Foreman said, officer safety needs must be met. If they face high-powered rifles, he said they need hard armor plates and carriers.

While there's no way to predict what will happen on any given call, Olsen said officers today have the advantage of obtaining information before they arrive on scene. They might be informed that police have been to the location before or to a potential problem next door, for example. They may even know of a previous rifle threat. When officers know a suspect has, or might have, a rifle, they can quickly add rifle protection in the form of a hard armor plate carrier which goes over a concealable vest.

Vests Worn Outside Are in Style

External vest carriers continue to increase in popularity. "External vests are more practical," Olsen added. When officers are in a stand-down position, they can open up the sides of the vest to allow air in to cool down. Outer armor carrier designs vary. Some have a soft appearance with room for a badge; name tape; and, maybe, a couple of pockets for handcuffs or a TASER® holster.

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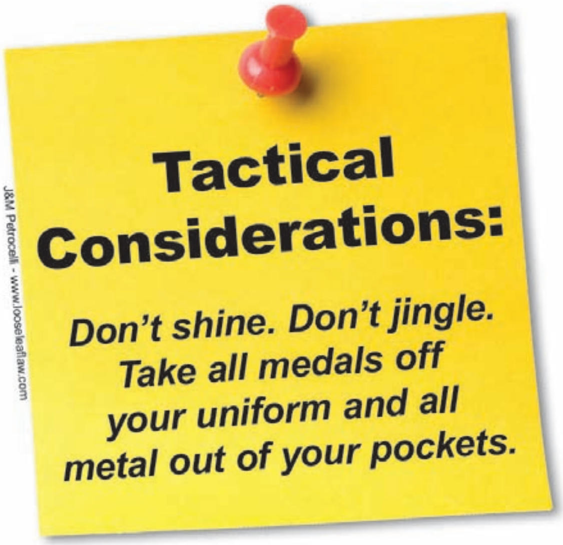
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Others have a more tactical look and a complete MOLLE system with attachment points on all sides. A MOLLE (MOdular Lightweight Load-carrying Equipment) system gives officers more options for carrying equipment. Taking equipment off the belt and changing the center of gravity helps reduce back fatigue and strain.

"Some agencies want their officers to keep a more traditional look," Olsen commented. "Others don't mind a more aggressive look."

Some manufacturers have a uniform shirt carrier, an external carrier made of the same material as a uniform shirt. "It's pretty indistinguishable when it's being worn," Olsen said. "It's like a shirt with no collar and no sleeves which goes over a uniform shirt." Administrators appreciate that it maintains the traditional uniform look; it's not intimidating. Officers like it because it allows them to maintain a command presence.

R&D for Ever Changing Needs

Foreman, who has 36 years of law enforcement experience, said officers continue to see emerging threats, more powerful weapons, more deadly ammunition and a growing concern about IEDs.

In May, the US Department of Defense reported that Point Blank Enterprises, Inc. was awarded a $68 million multiyear contract for the procurement of the Family of Concealable Body Armor Type-1 and Type-2 vest and outer covers. Foreman said it's the first time he's seen the Army request personal protection which included spike and edged blade protection. "We're going to leverage that technology to benefit our law enforcement market to offer new and advanced stab protection," he said

Olsen continues to educate officers about Polyethylene Rifle Plates which are half the weight of comparable ceramic plates. These 10" x 12" plates offer multihit, NIJ Level III protection. They're durable which means they're not damaged by dropping or by impact from being stored or transported. The plates' multicurve surface provides a torso shaped fit.

Good News About Wear Rates

With more agencies requiring officers to wear body armor, more of them are doing so. The National Institute of Justice funded research, conducted by the Police Executive Research Forum, found:

- Today, more than 90% of agencies require officers to wear their body armor; the number has grown from 59% in 2009. Most officers comply: 88% reported that they wear their armor all the time when they are on duty.
- Officers wear their armor because they know it protects them, not because they are required to do so or because they have firsthand experience – 73% said they had never been shot at or involved in situations in which their body armor protected them from possible injuries, and fewer than one percent reported that they had been disciplined for not wearing it.
- A majority of officers know how to maintain their armor, but significant numbers do not know or understand certain aspects of recommended procedures and do not adhere to recommended practices even when they do understand them. For example, most manufacturers recommend storing body armor flat, but the survey found that as many as half the officers in the survey use a standard clothes hanger (which can cause ballistic panels to "bunch up").

"A Practitioner's Guide to the 2011 National Body Armor Survey of Law Enforcement Officers" can be found at **https://www.ncjrs.gov/pdffiles1/nij/grants/240225.pdf**.

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Circle 4032 for More Information

New Ballistic Protection Products for 2013

American Body Armor

ABA® this year introduced several models in its Xtreme® SX ballistic package, a hybrid design which uses the newest generation of Honeywell Spectra Shield®.

The Xtreme SX family of body armor available now includes the standard model and a new female structured model in a Type II threat level. The Xtreme SX Female ballistic package introduces a structured design which contours to the female form for a level of comfort unique to each body. Later this year, Level IIIA packages will be available in both standard and female models.

Armor Express™

New this year from Armor Express is the Hard Bal™, a heavy-duty plate carrier being marketed at a low cost for patrol officers, and designed to meet the needs of an active shooter situation. The Hard Bal plate carrier supports 10" x 12" hard armor plates. Standard features include a Dynamic Cummerbund System with soft armor pockets; MOLLE Webbing Platform; front and rear hard armor plate pockets; and a 3" x 6" ID tag attachment surface (loop).

The Revolution™ is a new concealable carrier system which offers 3mm thick Breathe-O-Prene® padding in the shoulder area to allow moisture laden air to pass through as it cushions the area.

A new concealable carrier system, from Armor Express, is called the Revolution™.

The external shell is made from high denier microfiber nylon – promoting high durability with water-repellent and antistatic properties. The inner lining consists of Breeze Knit™, a moisture wicking, antimicrobial material which provides evaporative cooling. The microfiber Wearstrip™ on the lower inside lining helps prevent holes along the bottom edge of the carrier commonly caused by abrasion against the duty belt.

The MRAPS – IV™, from Baker Ballistics, is a Level IV shield which weighs only 23 lbs.

Baker Ballistics, LLC

According to Baker Ballistics, the company's MRAPS – IV™ is the first Level IV ballistic shield capable of being quickly and effectively maneuvered without the assistance of wheels during tactical operations by a single armed and ready operator.

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Circle 4033 for More Information

Instant Armor has introduced a new line of insert plates.

MRAPS – IV is polyethylene military-grade NIJ Level III composite from edge to edge and internally surfaced with Silicon Carbide (SiC). SiC ceramic armor is rated NIJ Level IV, affixed with carbon fiber. Features include a titanium tube main handle, Kevlar® web and bungee carrying system, aluminum armor through bolt protectors, Self-Aligning Weapon System long gun positioning/aiming devices which index with Picatinny rails, and Instant quick release from multiple body carry methods. It weighs 23 pounds (10.5 kg) and measures 30" tall and 15.5" wide.

GH Armor Systems

The HeliX HX02 Ballistic Series from GH Armor Systems is certified to NIJ 0101.06 in Level II and IIIA and is special threats tested. Both models are available in male and structured female designs. The HeliX IIIA, at 1.0 pounds per square foot, is designed to have minimal weight without the stiffness of competing products – and be soft to the touch.

The Transformer, from KDH, is a modular, scalable, concealable armor system.

Instant Armor, Inc.

Instant Armor, makers of the Tactical Blanket System, has a new line of insert plates. The plates are shaped for chest, back and sides and are available in threat levels ranging from "Special Pistol Threat" up to armor piercing.

Patriot3's FlexField Barrier can deploy in seconds.

KDH Defense Systems, Inc.

A modular, scalable platform made with comfort, performance and flexibility in mind, KDH Defense Systems' Transformer Armor System intends to revolutionize the way traditional concealable armor is used, worn and cared for by law enforcement. An internal speed plate carrier strapping system connects directly to the ballistic inserts, providing a range of adjustability for comfort, snugging the vest close to the body. The Transformer Armor System's outer carrier sleeves provide quick removal for laundering and replacement with a spare sleeve, or removal for rapid conversion to a mission specific overt carrier.

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Prevent ID Theft!

STRONG RFID SHIELD

Strong Leather Company introduces their new RFID Shielding Leather Wallets which protect against identity theft from unauthorized RF (Radio Frequency) scanning (skimming) of information contained in the embedded chip.

StrongBadgeCase.com

Passports, credit cards, enhanced drivers licenses, and law enforcement ID's contain an RFID (Radio Frequency Identification) chip embedded in them, thus making this information vulnerable to identity theft.

STRONG

Badge Cases, Gear Bags & Holsters

Circle 4035 for More Information

Patriot3, Inc.

FlexField is an Articulating Ballistic/Fragmentation Barrier which deploys in seconds. The FlexField is storable, highly mobile and can be adjusted to different angles or configurations. It is available in Level IIIA Kevlar (soft) and Multi-Panel Level III Hard Armor, and comes with a set of articulating poles.

Point Blank Enterprises, Inc.

Point Blank's newest suite of concealable and tactical offerings include advanced combo ballistic stab systems; Active Shooter Response Kits; and military-spec solutions which support increasing demand for more modular, scalable and adaptable capabilities, including the following:

Combat systems from PARACLETE® integrate the latest in military, law enforcement and special ops technologies – providing protection, upgradeability and functionality. Carrier designs allow tactical officers to configure their body armor to meet mission specific needs which include the ability to move from higher to lower levels of protection, while enhancing mobility and agility. A modular construction offers a combination of form, fit and function. The company has also developed a new line of tactical accessories and pouches, bringing the "kit" approach directly to the field, along with new helmets, hard armor plates and shields.

The latest solutions from PARACLETE include:

PARACLETE®'s Advanced Warrior System (AWS) allows maximum freedom of movement.

Advanced Warrior System (AWS) – This newly designed system provides optimum coverage and versatility in fit while allowing freedom of movement. Durable and designed to be highly adaptive, the AWS is modular in construction.

The Advanced Plate Carrier (APC) is designed to allow the operator to gain immediate protection against high-powered assault

Retiring Your Body Armor

Fiber Brokers International is a company based in Brent, Alabama, which specializes in the secure destruction and recycling of ballistic bullet-resistant vests. As a service provider to police departments and military agencies throughout North America for more than seven years, the company strives to provide peace of mind to officers and military personnel alike that, when their vest is taken out of service, it will not end up in the hands of criminals.

The process ensures the proper disposal of bullet-resistant vests by first tracking the vest serial numbers for each panel which the company receives from a department. Once the tracking process is complete, the company dismantles the vest panel and separates the various components of the vest. Once the material has been sorted by type, the vest panel pieces are cut into smaller pieces to ensure that the material is no longer viable as a vest panel. Once that process is completed, the various types of material are baled to be shipped for recycling. Recycled material is used to make post-consumer, nonballistic products such as boat ropes, tire treads and brake pads.

Fiber Brokers reports that this material is extremely harmful to the environment if left in landfills, as the material does not decompose.

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Circle 4038 for More Information

weapons. Blending the functionality of a tactical vest with the simplicity of a plate carrier, the APC accommodates soft ballistic panels, Level III or IV hard armor plates and equipment pouches.

The Federal Tactical Outer Carrier (FTOC) is a scalable, side opening carrier which allows tactical units the flexibility to configure the body armor system to meet mission specific needs. This includes the capability to reduce from higher to lower levels of protection, while enhancing mobility, agility and substantially improved range of motion for the wearer.

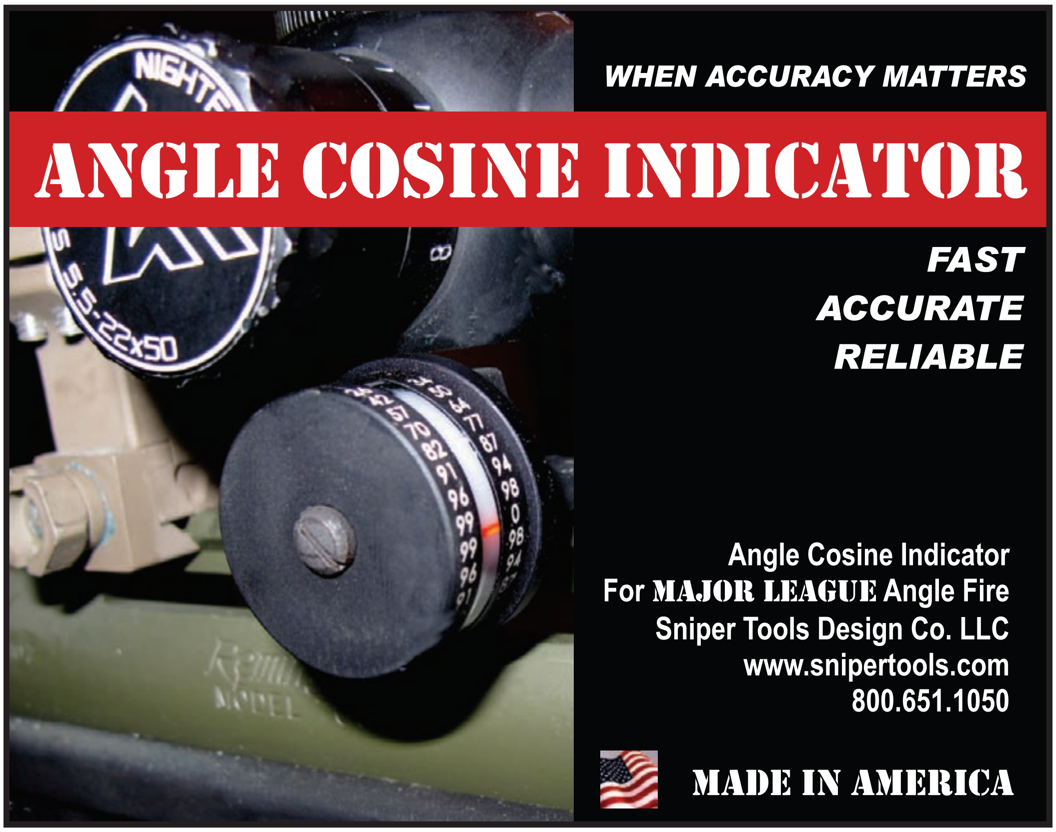
E.R.T. Shield – Designed in close collaboration with tactical operators, the Emergency Response Team (E.R.T.) Shield satisfies the need for a shield which is light and versatile. The shield is ambidextrous. Left- and right-handed operators can use the same shield quickly without the need to change handle positions.

The integrated weapons mount provides for single-handed operation, allowing operators to deploy their firearm. The shield has a solid horizontal handle combined with three soft handles for ease of deploying.

The Advanced Plate Carrier (APC) accommodates soft ballistic panels, hard armor plates and equipment pouches.

Ballistic stab packages from Point Blank Body Armor and PACA protect against multiple threats such as gunfire and edged blade or spike weapons. High-tech fiber materials and designs have brought additional capabilities and coverage to these combo packages.

The FTOC is a highly scalable, side opening carrier.



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Circle **4040** for More Information

The Emergency Response Team (E.R.T.) shield operates effectively in confined space clearings/assaults, as well as on routine patrol.

PROTECH
TACTICAL
ARMOR PIERCING
IV
STRIKE FACE

A new Type IV armor piercing threat plate is the Model 2230 which weighs 7.5 lbs.

New Active Shooter Platforms/Response Kits from Point Blank Body Armor enable officers to rapidly don a plate carrier over their existing concealable vest and immediately upgrade their protection when a threat situation escalates. The plate carrier is the foundation of an active shooter response kit because it provides up-armor capabilities which address the threat of rifle and high-powered firearms.

New TSI Shields, from PROTECH® Tactical, are available in three sizes.

PROTECH® Tactical

The new design focus for PROTECH Tactical's side opening CAV™ (Core Assault Vest) core platform creates a high-speed carrier which combines the standard features required by tactical teams with the ability to customize based on individual preferences.

The standard CAV package features front and back overlapping ballistic protection and a low profile six inch elastic side closure system. The standard carrier is equipped with a front and back modular webbing attachment system to accommodate PROTECH Tactical TP pouches and accessories, as well as plate pockets on the front and back.

PROTECH Tactical expanded its line of ballistic shields with the introduction of the TSI family of Type IIIA shields. These new shields feature a flat design with a low profile, ambidextrous collapsible handle. The TSI shields feature a 4" x 10" multilayered polycarbonate ballistic viewport with a 100% aramid ballistic shield design and 1000 denier Cordura® nylon outer skin.

According to the manufacturer, shields in the TSI family are 10% lighter than other IIIA shields with a viewport currently offered by PROTECH Tactical.

PROTECH Tactical also announced a new Type IV Armor Piercing Threat Plate, the Model 2230, which has been successfully tested to defeat the .30 Caliber M2-AP (Armor Piercing) round. The Model 2230 features a multicurve

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THE HIGHEST KINETIC IMPACT OF ANY RAM ON THE MARKET
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Circle 4042 for More Information

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MOBILE RIFLE ARMOR PROTECTIVE SHIELD
The world's first Threat Level IV ballistic shield capable of being quickly and effectively maneuvered during tactical operations by a single armed and ready operator, without the assistance of wheels.
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New Quick Don and Release System
SPECS
Threat Level: NIJ Level IV
Weight: 23 lbs. (10.5 kg)
Size: 30" (76.2 cm) tall & 15.5" (39.4 cm) wide
FEATURES
Polyethylene military grade NIJ level III composite edge to edge, internally surfaced with silicon carbide ceramic armor rated NIJ level IV, affixed with carbon fiber.
Self Aligning Weapon System (SAWS) long-gun positioning /aiming devices (left and right side) efficiently indexes with Picatinny Rails.
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Circle 4041 for More Information

Senator Urges Continuation of Bulletproof Vest Partnership

While wear rates are up, federal funding is down. U.S. Senator Chris Coons, D-DE, has pledged to keep working to save the federal Bulletproof Vest Partnership which helps police officers and local governments purchase body armor. Congress let the program expire last summer. With some in Congress now blocking continuation of the program, Coons said its future is in real jeopardy.

The Bulletproof Vest Partnership Grant Act, which Coons and Judiciary Committee Chairman Patrick Leahy reintroduced on May 13, reauthorizes the competitive grant program from the Bureau of Justice Assistance which provides funding to state and local law enforcement agencies to assist in their purchasing of bullet-resistant and stab-resistant body armor which complies with National Institute of Justice standards. Agencies can be reimbursed for up to 50 percent of the cost of qualifying body armor. Over the last 14 years, more than a million vests have been purchased nationwide, saving the lives of more than 3,000 police officers, according to the U.S. Department of Justice.

plate design with a military-style shooter's cut to offer greater range of motion in the arm and upper chest area while shouldering a long arm weapon.

This 10" x 12" high performing plate weighs approximately 7.5 pounds and is approximately 1.15" thick.

Safariland Ballistics International

Safariland Ballistics International (SBI™) this year launched a line of armor solutions featuring eight carrier models categorized by three specific functional needs: Covert, Multi-Purpose and Overt designated to accommodate ballistic packages developed for the European VPAM and SK1 standards.

Second Chance®

Second Chance's new family of armor solutions – The Summit™ ST – was developed to offer an all DuPont™ Kevlar ballistic package.

The Summit ST family of body armor is available in a Type II and Type IIIA threat level in the standard model and the Type II threat level in the female structured model. The female structured model in Type IIIA threat level is expected later this year.

Teijin Aramid

To meet the ongoing need for increased protection at even lighter weights, Teijin Aramid has developed Twaron Ultra Micro – a 550dtex f1000 yarn. Teijin Aramid reports the world's first ultramicrofilament p-aramid fiber is thinner, yet it provides more ballistic stopping power than any other p-aramid yarn on the market. Twaron Ultra Micro enables up to 20% weight reduction.

U.S. Armor Corp.

The Enforcer 5000 is a hybrid armor blend which combines materials such as Honeywell's Gold Flex®, new Spectra Shield II and DuPont's Kevlar XP™ and offers NIJ Level II and IIIA protection.

The female version of the Enforcer 5000 vest has been designed with formed bust cups, achieved through a darting procedure which provides an added level of contour matching for the female body.

The Enforcer 5000 comes with the Advanced Carrier System (ACS) which includes comfort curve, weight distributing Breathe-o-Prene shoulder straps, moisture wicking nylon, and VELCRO® fields for maximum adjustment.

Insert concealable ballistic panels into the Ready Vest and a concealable ballistic vest becomes

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Circle 4043 for More Information

The female version of the Enforcer 5000 vest provides an added level of contour matching for the female body.

an effective tactical outer carrier. You can add rifle plates to the front and back 10" x 12" pockets of the Ready Vest and you can attach additional pouches/ equipment to the external MOLLE webbing.

Specifically designed for officers operating in the high heat environments of the Southwest, the new USBP Ranger is the next generation of USBP outer carriers. Upgrades to the original USBP model include front and rear rifle plate pockets; internal comms routing channels for reduced external wiring; streamlined cuts for exact panel fit; extended MOLLE surfaces and a quick access smartphone pocket underneath the front badge area. The back plate pocket can double as a hydration bladder sleeve.

The system is available in both male and structured female cut designs.

About the Author: Rebecca Kanable is a freelance writer specializing in law enforcement topics. She lives in Wisconsin.

BODY ARMOR SOURCE DIRECTORY

American Body Armor (ABA®)
www.americanbodyarmor.com
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Armor Express™
www.armorexpress.com
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PROTECH® Tactical
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Safariland Ballistics International (SBI™)
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Teijin Aramid
www.teijinaramid.com
Circle 4162 for More Information

U.S. Armor Corp.
www.usarmor.com
Circle 4163 for More Information

New Lightweight Personal Med Kit

Many individual officer first aid kits available today tend to be too large or bulky. Recently, Officer Survival Initiative (OSI) came out with a compact, always on you, “just the essentials,” lightweight personal med kit which attaches to the cummerbund straps of your soft armor – so that it will be discreet, but always within reach. The Incognito fills an important gap in the trauma care continuum.

When needed, officers or their partners now have immediate access to lifesaving gear – in order to render self or buddy aid after a traumatic injury.

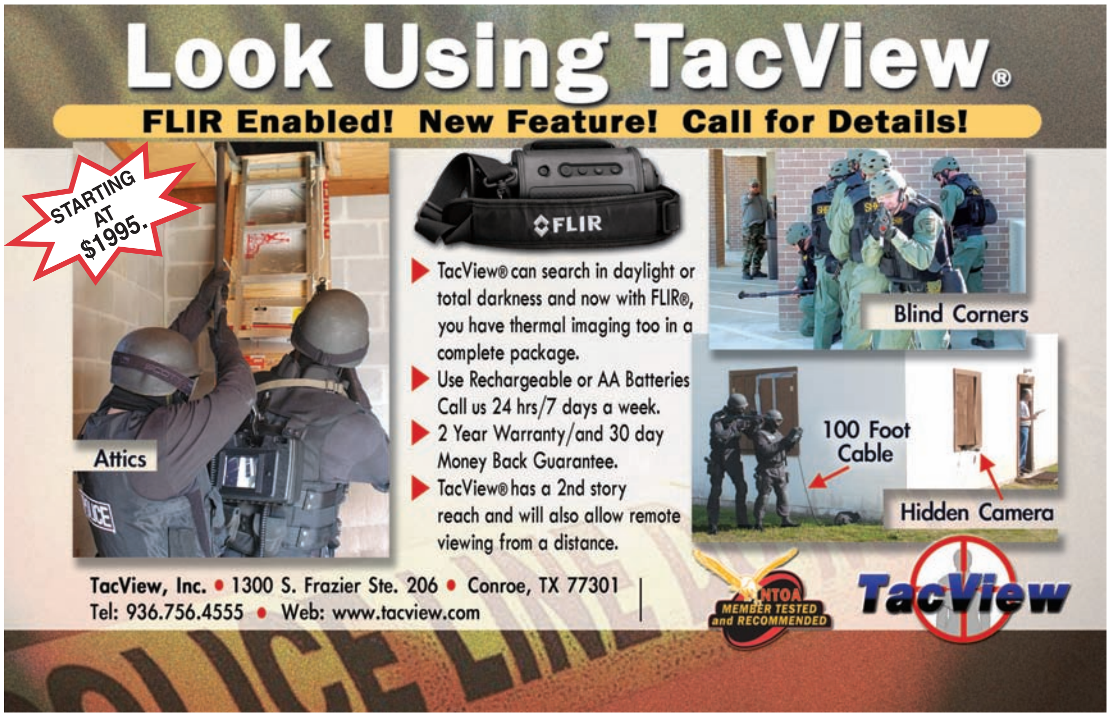
Called the Incognito, this aid kit includes:

- (1) Incognito Aid Pouch;
- (1) Pair Large Nitrile Gloves;
- (1) SWAT-T Tourniquet;
- (1) 5" x 9" Trauma Pad; and
- (2) 3" x 9" Petrolatum Gauze Dressings.

OSI supplies law enforcement with a host of different individual aid kits, as well as team aid kits, active shooter aid kits, and more.

For more information, go to **www.officersurvival.org**.

Circle 4164 for More Information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Circle 4044 for More Information

Product Highlight

Police Apparel & Accessories

SAFARILAND®

The **7TS™ Holster Series**, a next generation injection molded holster design, is constructed of SafariSeven™ material, a proprietary nylon blend from DuPont™ which is completely nonabrasive to the weapon's finish. Virtually impervious to weather extremes, the **7TS Holsters** are operationally and structurally cold tolerant to at least – 50° Fahrenheit and heat tolerant to at least 300° Fahrenheit.

The **7TS** line was engineered to ensure strength and rigidity by incorporating certain "corrugated" patterns into the holster's interior. This design also features built-in "risers" inside the holster specifically to ensure minimal contact of the weapon while in the holster, creating air space around it to allow dirt and moisture to quickly clear any contact with the firearm.

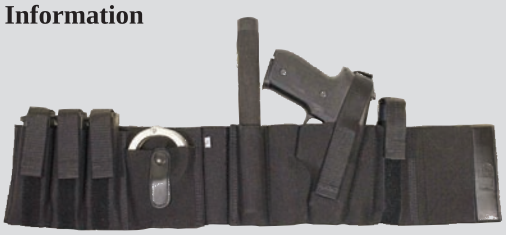
Circle 4047 for More Information

ESS (EYE SAFETY SYSTEMS, INC.)

With ballistic high impact lenses, universal fit frames, distortion-free optics and all-day comfort, the **5B™** is the true embodiment of functional eye protection. Designed to provide superior impact protection, **5B** high impact lenses are available in a variety of ANSI compliant tints, including polarized and mirrored.

Circle 4048 for More Information

DESANTIS GUNHIDE®



The **Sky Band™** is a bellyband concealed carry holster designed for law enforcement. The platform is built utilizing 4 3/4" wide surgical elastic with four rows of hook and loop fastening areas. It has pockets for three magazines, handcuffs, an expandable baton, a large semiauto, and a knife or flashlight. The holster section has removable thumb break straps. The **Sky Band**, Style M30, is available in both left- and right-hand models.

Circle 4049 for More Information

NATE SQUARED TACTICAL
(N8^2 TACTICAL)

The patented design of the IWB **Professional Series holster for the Springfield XD-S 9mm** allows you to carry your handgun all day, in complete comfort, by isolating the handgun from you. The **holsters** are handmade in the USA and include a lifetime warranty.

Circle 4050 for More Information

TRU-SPEC® BY ATLANCO

The **TRU Xtreme™ (Tactical Response Uniform®)** shirt and pants are constructed from lightweight 50/50 CORDURA® nylon cotton ripstop. The knees and elbows include external pockets made from SuperFabric®. Complete this uniform with the **TRU 1/4 Zip Combat Shirt** which pairs the tough ripstop sleeves of the **TRU Extreme** with a 60/40 cotton nylon CORDURA Baselayer body. This shirt offers a 1/4 zip front mandarin collar and zipper with cover hood for comfort.

Circle 4051 for More Information

UNDER ARMOUR®

UA has partnered with experts at the Women's Tactical Association to develop a line of women's tactical products. Part of the line is a **duty pant**, constructed of ripstop material and StormCotton® DWR coating, which feature cargo pockets with mag pockets; an elastic waistband; a knife/light pocket; offset belt loops for proper holster placement; hidden document pockets; and four-way stretch for comfort. The new line also includes a T-shirt and boots.

Circle 4052 for More Information

DESANTIS GUNHIDE®

The **Dual Carry II for the S&W M&P Shield 9/40** features the Tuck-able 360° "C" clip for unlimited positing adjustment in the IWB mode. It is made of soft nonmolded leather with a thumb break and an integral belt loop for OWB carry. An optional J clip is available for an extra cost.

Circle 4053 for More Information

BLAUER, INC.

The **ArmorSkin™ Suspension System** balances the weight of a duty belt between the shoulders and hips and allows for a looser duty belt fit, improving circulation and decreasing the risk of lower back and hip pain. Constructed of durable nylon webbing, it has adjustable padding for shoulder comfort. Quick release hardware attaches it and allows for easy removal of trousers and duty belt.

Circle 4054 for More Information

NEWS

Improving Police: What's Craft Got to Do with It?

IDEAS IN AMERICAN POLICING

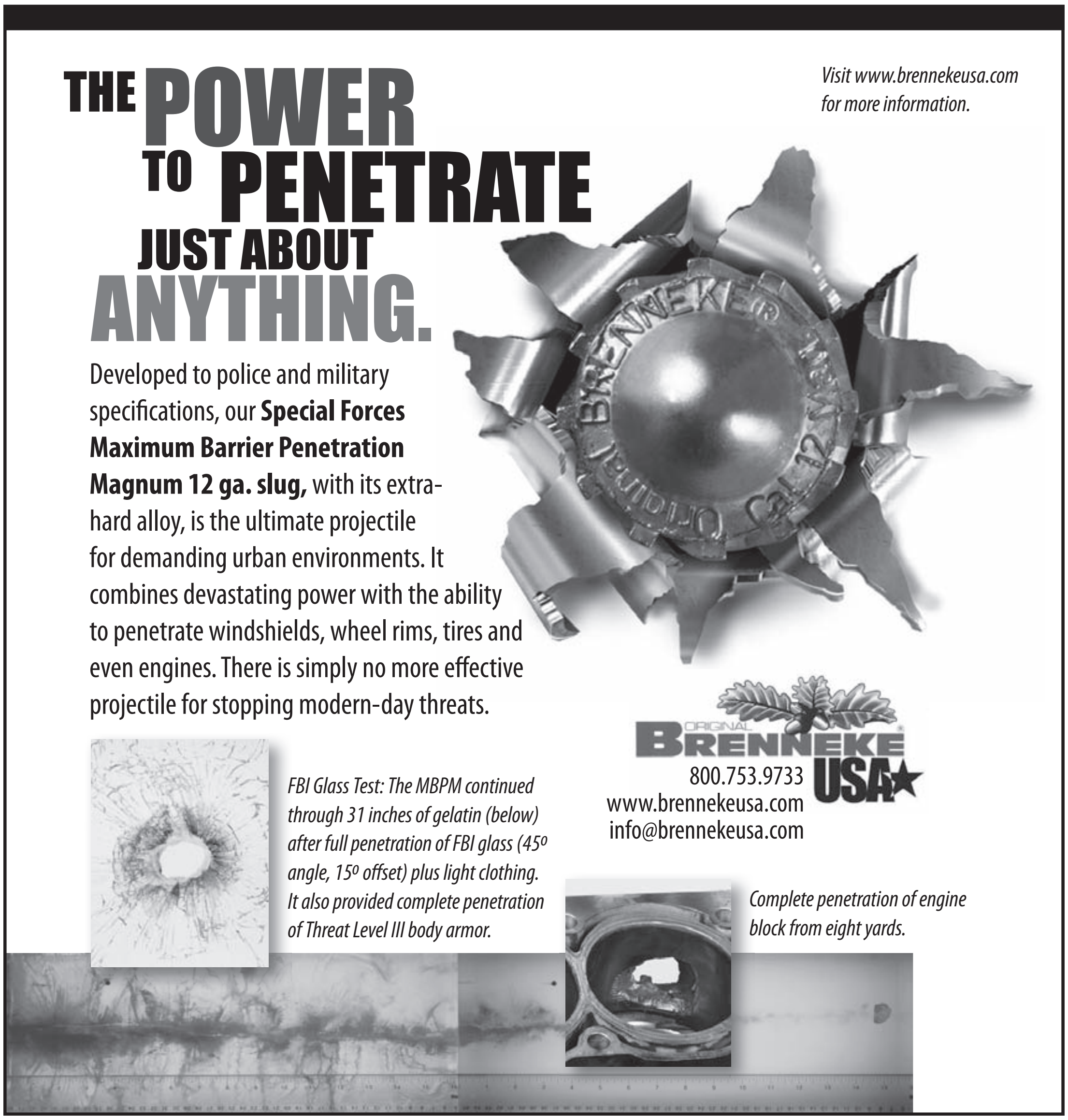
Improving Police: What's Craft Got to Do with It?

In the Police Foundation's 16th issue of its "Ideas in American Policing" series, Professor James J. Willis of George Mason University examines the relationship between the science of policing and the craft of policing. Over the last century, the police have been the object of almost continuous attempts at reform.

One of the most powerful forces for transforming the police is the evidence-based policing movement. Unlike past reforms, this puts scientific research squarely in the driver's seat of police decision making.

However, improvements in policing rest heavily on the shoulders of those who do policing at the coalface, and patrol officers have long thought of the way they perform their work not as a science, but as a craft.

To view the publication, visit **http://tinyurl.com/kojuelx**.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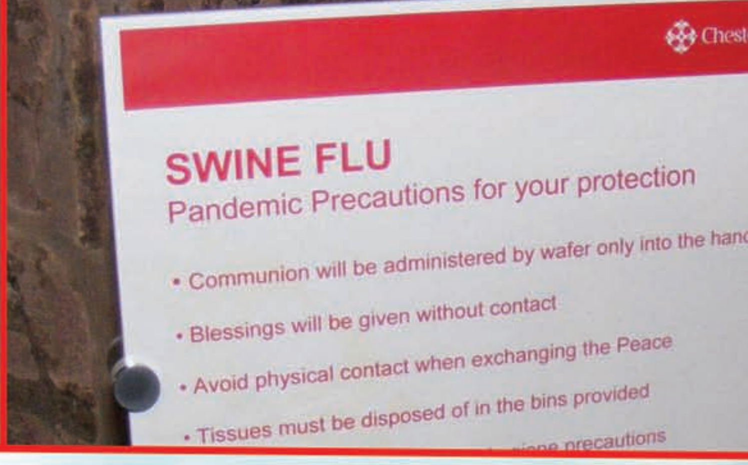
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Continuity of Operations Planning: Practical Considerations for Law Enforcement

Dr. Stephen Owen and Dr. Tod Burke

Emergency scenarios rarely behave according to policy; having proper policy guidance can help to minimize interruptions of service and doubt about how to proceed in disaster situations.

"There's a COOP meeting tomorrow in the conference room, 0900 hours." COOP is the acronym for Continuity Of Operations Planning. This announcement is rarely one which brings enthusiasm; it more often elicits groans and requires promises of coffee and a variety of pastry selections. However, the importance of COOP cannot be overstated, especially given contingencies which become all too common stories on the evening news. Consider the following situations. Is your department prepared?

- *A tornado touches down in a town, destroying buildings and causing much devastation. The local police department headquarters is damaged to the point of being uninhabitable.*
- *A train derails, resulting in a significant chlorine spill. The resulting evacuation not only causes a temporary displacement of agency facilities, but the effects of the chlorine also create lasting damage to automation and communication systems.*
- *A pandemic flu materializes, rendering up to one third of the department's workforce – civilians and sworn officers alike – unable to work. Projections are that the pandemic will last up to two months with multiple waves of illness.*

Each of the above scenarios shares two common characteristics. First, they are plausible. Second, they would dramatically alter the ability of a law enforcement agency to effectively deliver its services to the community. Taken together, this is why continuity of operations planning becomes so essential. And, it quickly becomes clear that, while simple in concept, COOP raises many complexities in actual practice.

Prior Planning

The fundamental principle of COOP is to plan for situations in which normal operations and procedures are disrupted. COOP includes many of the elements which would be relevant to the situations raised earlier – whether moving to an alternate facility; ensuring that records can be accessed;

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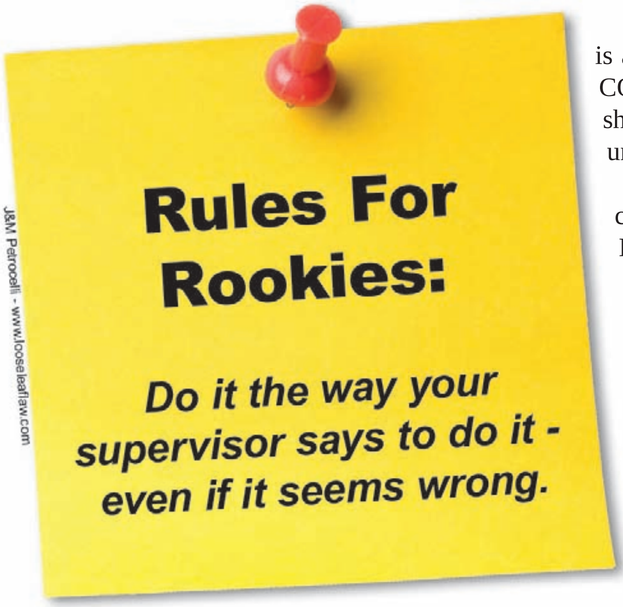
utilizing alternate communication technologies; or managing significant disruptions in availability of personnel. Not engaging in COOP development – or doing so minimally or without regular follow-ups and revisions – can pose a liability to agencies. Complicating COOP considerations for law enforcement agencies is that, like other emergency services, but unlike other organizations, they cannot close and regroup until the crisis passes. Service delivery must remain as seamless as possible.

The National Incident Management System (NIMS), developed by the U.S. Department of Homeland Security, emphasizes the importance of continuity planning as a part of its preparedness component. Likewise, COOP activities are included as part of the U.S. Department of Homeland Security's National Preparedness Goal under the Planning Capability of the Protection Mission Area which states, "Implement, exercise, and maintain plans to ensure continuity of operations." The *2012 National Preparedness Report* found that efforts related to continuity planning had expanded dramatically since 2006 which signals a positive trend. However, continuity planning must be an ongoing activity, meeting the three elements signaled in the Preparedness Goal.

Understanding the Difference

First, plans must be implemented. It is important to distinguish continuity plans from standard Emergency Operations Plans (EOPs). While the two necessarily can link to one another, the purposes are distinct. EOPs provide guiding principles for an agency's response to a disaster, crisis, or emergency situation. For instance, an EOP would offer guidance on what a police department should do if a tornado were to strike within its jurisdiction by outlining a concept of operations, noting operational authorities, specifying all hazards guidance for a variety of functional areas, and providing more detailed information about responses to specific hazards – like tornados – for which there is a risk in the jurisdiction. On the other hand, a COOP would focus on what a police department should do if that tornado were to render the agency unable to accomplish its own mission.



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As such, COOP involves much more than deciding where to relocate. The Federal Emergency Management Agency (FEMA) offers specific guidance in its document, *Continuity Guidance Circular 1*. It is also important to incorporate requirements or guidance provided by state or local governments and emergency management agencies. Following FEMA guidance, the process generally begins by identifying the agency's mission essential functions, as these are the activities for which continuity must be provided. The standard elements of the plan include specifying when the plan will be activated and when normal operations will resume; when decision making authority will be delegated (and to whom and for what functions); the leadership's order of succession; arrangements for alternate facilities and methods of communication; provisions for securing records; and training and exercising the plan. In any given incident, not all of these sections may be utilized. Consider the opening scenarios – a tornado may require the need for an alternate facility with alternate communications; a chlorine spill may damage electronic records, requiring use of records preservation provisions; and a pandemic could

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DAILY NEWS
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Code 3®, Inc. Introduces vLink® Remote Vehicle Connectivity Via Smartphone Access

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Code 3, Inc., a St. Louis-based company which develops and manufactures lighting and siren products for police, fire, EMS and other vehicles, has just announced a new "game-changing" technology in the category: vLink. With this innovative wireless remote control technology, law enforcement officers can remotely control their vehicles' lights, sirens, air horn, locks, trunk, and more when away from their vehicles, directly from their smartphone from up to 300 feet away.

"In the world of law enforcement, situations can change in an instant," said Dale Tompkins, President and CEO of Code 3. "vLink empowers officers to be [in] 'two places at once' by providing them with critical, remote access to their vehicles' alert and safety features with just the touch of a smartphone button – all for an investment which is less than the cost of three tanks of gas."

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vLink comes with a quick start guide which assists officers with seamless device installation; how to download the secure, supporting application; and it acts as a point of instruction – ultimately putting the officer more in control.

For more information about vLink, visit **c3vLink.com** where you will find highly impactful video and testimonials.

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invoke order of succession or delegation of authority. However, all elements of the continuity plan should be considered in the planning process.

The development of COOPs should not be relegated solely to administrative personnel or policy coordinators. The planning process should be inclusive of representatives from multiple functional areas of the agency including sworn personnel at various levels – especially line officers, records clerks, communications officers, and others. These individuals know their daily jobs the best and are well situated to consider the sufficiency of various options for ensuring continuity of their own work.

Practice is Key

Second, plans must be exercised. This serves multiple purposes, including familiarizing staff with the plan, testing its provisions, and promoting collaborations with external agencies likely to work together in an emergency situation. Exercises may be stand-alone continuity themed scenarios or continuity objectives may be incorporated into a larger tabletop, functional, drill (particularly useful to test the capabilities of alternative facilities, communication systems, and record systems), or even full-scale scenarios. Most essential for exercises, in addition to careful planning and evaluation, is the development of an after action report which can, in turn, inform the revision and fine-tuning of existing plans.

Both in developing plans and exercise scenarios, it can be instructive to review the jurisdiction's hazard mitigation plan. While COOPs, like EOPs, are written from an all hazards approach, it is also true that earthquakes, wildfires, floods, volcanoes, and other natural disasters may lead to very different continuity needs and actions, based on the risks specific to a location. The same holds for the types of industrial or human instigated crises which may emerge, based on place. While no scenario should be discounted, recognition of local hazards is instructive.

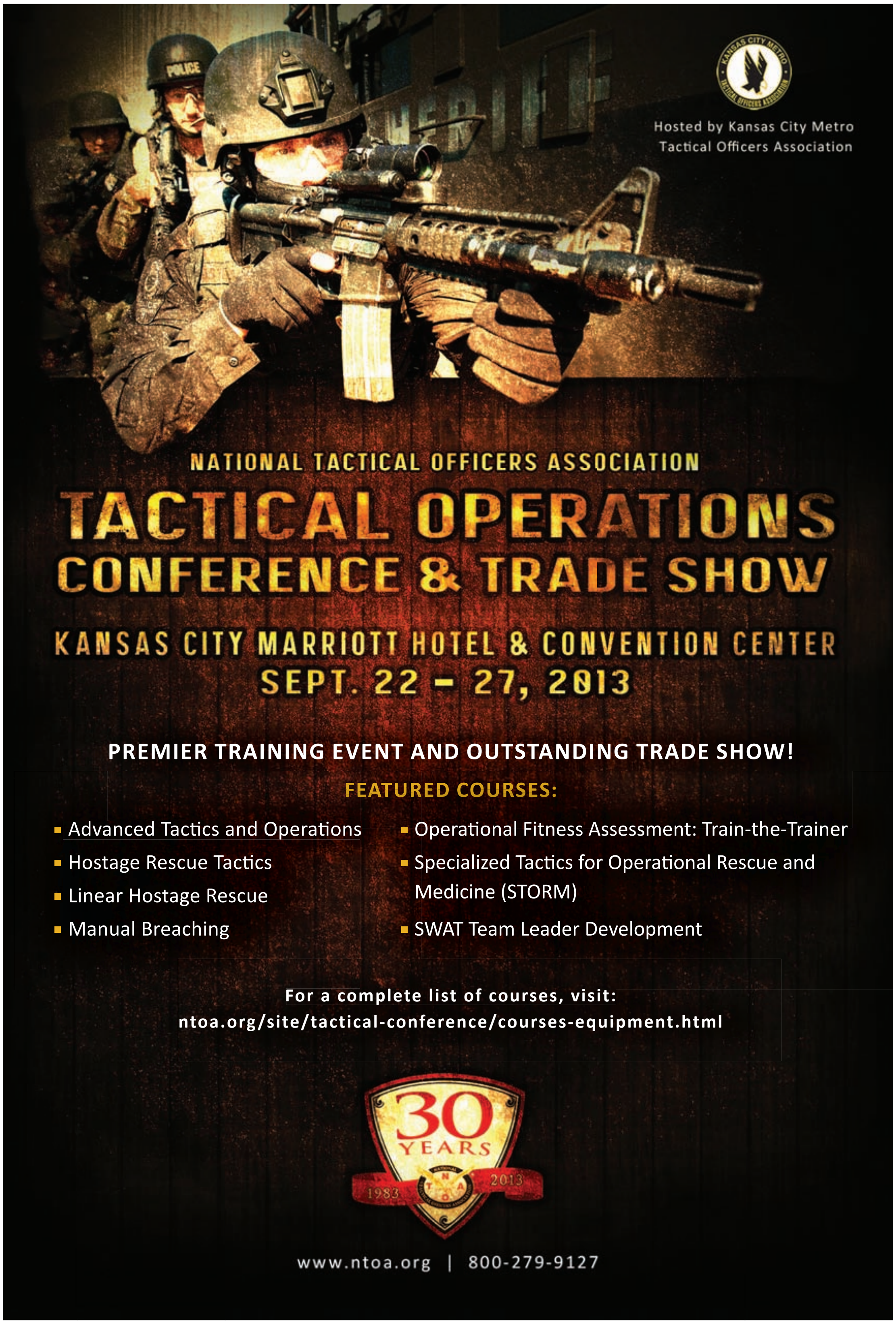
Don't File and Forget

Third, plans must be maintained. There is a tendency for plans which are not often used (and, hopefully, COOPs do not have to be used frequently) to collect dust on a shelf. Just as agencies are dynamic, COOP plans must also be. Changes in leadership, facilities, and equipment may necessitate changes in the COOP. What if an alternative facility becomes unavailable? What if a new radio system is put into place? If the plan is specific to old locations and technologies, it will be of diminished value. When new programs are implemented which become part of the agency's mission essential functions, they must be considered in terms of how they will be addressed in the continuity plan. Perhaps, most importantly, maintaining the plan entails efforts to communicate it to staff. If you are an administrator, are you confident that your officers know the plan? If you are a line officer, are you confident in the knowledge of your department's plan? Better for employees to know now than to not understand directions related to transferring operations later.

Law Enforcement Related Concerns

The above are some general points related to COOPs, but it is also important that they be tailored to the needs of law enforcement agencies. Following are some specific considerations which should be discussed in continuity planning sessions:

- Weapons: How will the arsenal be protected or transported? While arsenals are generally highly secured and protected areas within a facility, a disaster could lead to a breach or the requirement of abandoning the facility as a whole. Is there a protocol for determining when to relocate the arsenal, to what space, and how? Within the alternate facility, is there a suitable area for weaponry?
- Evidence: Similar concerns emerge for evidence in pending cases. When does it need to be moved and what priority should it receive? Following Hurricane Katrina, some evidence was lost and cleanup was continuing as recently as 2011. Certainly, questions about chain of custody could also emerge if the security of evidence storage was breached.
- Laboratories: Related to evidence, agencies and those who depend upon them (e.g., prosecutors' offices) should be prepared to handle temporary inaccessibility of crime laboratories. COOPs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should take into account how the work of the crime lab relates to mission essential functions, the impact of disrupted crime lab operations on ongoing analyses, and any concerns related to hazardous materials which might stem from damage to, or movement of, lab equipment and supplies.

- K-9 Partners: How will a department's K-9 partners be cared for in a continuity situation? What if a K-9 officer's home kennel is rendered unavailable or if supply chains for dog food are interrupted?
- Inmates: Planning for the evacuation of a detention facility, even one with few inmates, is no small task. Likewise, problems related to long-term power outages or lack of availability of supplies or running water in an otherwise structurally sound facility are challenging issues. If continuity needs include responding to a personnel shortage, how will appropriate supervision of inmates be ensured? One consideration may be relocation of inmates in advance, if there are indications of a pending emergency. Of course, any relocation presumes that space is available and that the alternate detention facility is not similarly impacted by the crisis situation.
- Transportation: Even if the facility is intact and officers are available for duty, plan for scenarios in which transportation lines are unavailable. If roads are closed or vehicles are unavailable, officers may not be able to get to work. Likewise, consider the possibility of gasoline shortages, or an unavailability of fuel, which would be detrimental to patrol and other operations. While this could stem from a variety of circumstances, the unavailability of necessities due to slowdowns in production and transportation is a common theme of discussion in pandemic preparedness.
- Communication: Depending on the type of disaster, communication lines may be partially or completely inaccessible. Likewise, communication operations (e.g., 911 center and dispatch) may have to be relocated. NIMS standards specify that communications should be interoperable and portable, a key lesson learned from past events.
- Cross-Training: Delegation of authority is a key component of COOPs. But, in planning delegation of authority, particularly when focusing on mission essential functions, it is important to consider cross-training – both in the context of who currently has it and who should get it, particularly when necessary to ensure continuity of specialized operations. For instance, there may be only a small number of persons in an agency prepared to assume the role of emergency response team commander, crime lab supervisor, digital forensics examiner, budget director, etc. As a result, COOPs should be informed by a realistic, rather than idealized, assessment of the feasibility of delegating authority in mission essential areas and how to proceed if personnel are unavailable or unable to come to work.

Other Important Considerations

There are two additional areas that, while not part of a traditional COOP, are worthy of comment. These issues become important in disaster response and recovery, but also should be anticipated in planning for disruptions of service.

- Families: Evidence suggests that role abandonment, in which public service employees abandon their assigned posts in crisis situations, is rare. When it does occur, caretaking for family members is a significant reason and, even without role abandonment, it is natural for first responders to be concerned about their families. Advanced planning can help to address these concerns. For instance, the Fraternal Order of Police has developed the Law Enforcement Families Readiness Initiative, including recommendations for officer family readiness and a model policy.
- Stress: Any emergency situation has the potential to induce stress, but this can certainly be magnified if agency personnel have to deal with two crises at the same time – one as the precipitating event for which an emergency response is required and the other as a disruption of normal operations, services, facilities, and so on, requiring implementation of the continuity plan. While COOP training and exercising can increase familiarity with procedures and reduce uncertainty, it remains important to be aware of the impacts of stress. Particularly in the aftermath of the incident,

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it is important to be aware of the possibility of critical incident or post-traumatic stress and to have resources available for personnel experiencing stress-related symptoms.

In a Nutshell

Disasters are those situations in which available resources are insufficient for responding to an incident, and it is in disaster situations when continuity plans are most likely to be needed. However, they are not limited to disasters like those listed at the beginning of the article. A broken water main flooding police headquarters; a major incident occurring when key personnel are away at a meeting; a long-term power outage or communication system failure; a fire on agency property; and a host of other conditions can also require use of elements of a continuity plan. As a result, the importance of COOPs cannot be overstated. While, hopefully, there will be few (if any) calls to use a continuity plan, they should remain a central part of the emergency planning process for law enforcement agencies. Find your COOP, dust it off, train for it and exercise it, regularly review and revise it, and hope that it doesn't have to be used – but you'll be prepared if it ever becomes necessary to do so.

(References for this article are available upon request.)

About the Authors: Dr. Stephen Owen is a Professor of Criminal Justice and Chair of the Criminal Justice Department at Radford University, Radford, VA.

Dr. Tod Burke is a Professor of Criminal Justice and Associate Dean of the College of Humanities and Behavioral Sciences at Radford University, Radford, VA. He is also a former Maryland police officer.

Micro Camera Use Increasing

More than 3,000 police departments around the country, including Dallas, Cincinnati, Houston, Oakland, Phoenix and San Jose, have supplied officers with uniform, or body worn, cameras to document their encounters with citizens. In *The Crime Report*, Joseph Kolb, an adjunct instructor in the Criminal Justice Program at Western New Mexico University, writes US cops are increasingly using micro cameras to record their daily activities – and defend themselves, if necessary.

Kolb writes, "According to some authorities, the cameras have already led to a decrease in lawsuits and egregious citizen complaints against police, but key law enforcement groups have so far withheld a formal endorsement – setting the stage for what may soon become a wider public debate over the expanding application of new technologies to policing."

Greg Steckler, President of the International Association of Chiefs of Police, is quoted in the article as saying, "[The uniform camera] will likely be a standard piece of equipment. But, it will only be as effective as the policies set forth by [individual] police departments."

To read the complete article in *The Crime Report*, go to **http://tinyurl.com/jwo5qz4**.

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Getting Out the Word in a “Connected” World

Bill Siuru, Ph.D., PE

Public safety officials are reaching out in new ways to alert citizens in the event of disaster or other emergencies.

For centuries, communities have warned their residents about impending natural and man-made disasters. The earliest warnings were by ringing church bells or by the town crier. First used during World War II to provide warnings of air raids, sirens were later used to give warnings of a nuclear attack during the Cold War, as well as tornadoes, tsunamis and other natural disasters.

A Brief Chronicle

With the widespread availability of radios and television, and, more importantly, people listening and watching during long periods of the day, these means of communication were adapted to provide alerts. In 1951, CONELRAD (CONtrol of ELectromagnetic RADiation) was established to provide warning of a possible Soviet nuclear attack via radio and television messages. CONELRAD was superceded by the Emergency Broadcast System (EBS) in 1963 and, then, by the Emergency Alert System (EAS) in 1997. While CONELRAD was designed only to warn of a possible nuclear attack so citizens could “duck and cover,” EBS and EAS could also be used for severe weather warnings or local civil emergencies.

The landline telephone system was added to the nation’s warning capability with REVERSE 911®. It uses a database of telephone numbers and associated addresses. When tied into geographic information systems, recorded emergency alerts can be sent to all phones in the local area subject to an emergency situation. REVERSE 911 is still relevant. As a recent example, REVERSE 911 was used to notify residents of Watertown, MA, to remain in their homes during the manhunt for suspects involved in the Boston Marathon Bombings.

Americans are becoming ever more “connected” with friends, coworkers and family members through their smartphones and tablets and through Internet-based social networks like Twitter and Facebook. Also, rather than traditional hardwired radio and television, they are listening to Internet radio and watching news and entertainment delivered via the Internet.

Today’s Predicament

Unfortunately, this trend is making communications from police, fire departments and other emergency response organizations more difficult, not easier. For example, REVERSE 911 requires a landline telephone, something which is becoming ever more rare in homes. Landlines worked because one phone company alone provides service in a given geographic area; thus, public safety agencies could work with that phone company to get updated location information and send alerts to specific addresses. Not only do mobile phones move around, there are many providers providing service in any given community, so emergency organizations would have to work with dozens of providers – which is nearly impossible with the current technology.

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Many communities have adopted Wireless REVERSE 911. This does require mobile phone users to “opt in” by registering their physical address with the service provider, so that it can send out alerts to both landline and mobile phones in the affected area. The problem is that many people do not opt in, even though providers have made this very easy; nor do they modify their information when they change providers or move. Also, the alerts will be sent based on where the phone was registered, not the location where it is currently located. This means alerts may be sent to phones outside the danger area, or worse, not sent to people in the midst of the potential disaster.

Solutions

CTIA-The Wireless Association® and the wireless industry joined the Federal Communications Commission (FCC) and the Federal Emergency Management Agency (FEMA) to develop the Wireless Emergency Alerts (WEA) system. WEAs are broadcasted from area cell towers to all WEA capable mobile devices in the affected area. Users do not have to opt in or download an app; the service is free; and messages do not count towards texting limits on wireless plans. About 100 carriers, including all of the largest carriers, have signed on since WEA became available beginning in April 2012. Every WEA capable phone within range receives the message. Unfortunately, many mobile devices, especially older ones, are not WEA capable.

WEAs are text messages containing no more than 90 characters showing the type and time of the alert, the action which should be taken, and the agency issuing the alert. WEAs are designed to get your attention in a critical situation and may not give all of the details you might receive from other notification services. WEA emergency messages cover extreme weather and other threatening emergencies in a local area, AMBER Alerts™, and Presidential Alerts during a national emergency. You can opt out of receiving WEA messages for imminent threats and AMBER alerts, but not for Presidential messages.

FEMA has developed and demonstrated the Integrated Public Alert and Warning System (IPAWS) which integrates the nation’s alert and warning infrastructure. This includes EAS, WEA, NOAA Weather Radio, and other public alert systems. Federal, state, territorial, tribal and local alerting authorities can use IPAWS and can integrate local systems which use Common Alerting Protocol standards with the IPAWS infrastructure. IPAWS provides an effective way to alert and warn the public about serious emergencies using a single interface.

Probably the biggest challenge is transmitting warnings about a fire, flood or local criminal activity as people drop their landlines and quit watching broadcast television and communicate entirely via the Internet.

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In the Near Future?

Milos Manic, a University of Idaho professor and researcher at the Idaho National Laboratory – working with the city of Ammon, ID; the Albion Telephone Company; and the Utah Telecommunication Open Infrastructure Agency – is developing a solution under the National Science Foundation Sponsorship. This would be a virtual emergency channel to alert people via a dedicated broadband connection.

Manic envisions an in home display connected to the Internet which would work much like the alerts which interrupt broadcast television programs today. The virtual emergency channel will be based on OpenFlow, a protocol which reaches across various computer network resources. It is already used by Google, Yahoo and other similar companies. The goal is to reach people through their Internet providers, since they track addresses for billing purposes. This information can be used to identify people in a specific geographic area.

While emergency alerting systems have been, or are being, implemented on a nationwide basis, the final configurations are a local issue which depends on the conditions, potential dangers and available fiscal resources. Some very small villages may only need, or can only afford, a siren or just church bells to get people to turn on their radios or televisions to get the details, while cities need more sophisticated systems. Finally, in many cases, the best means of emergency communication may still be a police officer with a bullhorn.

About the Author: Bill Siuru is a retired USAF colonel. He has a Ph.D. in mechanical engineering from Arizona State University. His military assignments included teaching engineering at West Point, commander of the research laboratory at the U.S. Air Force Academy and Director of Engineering at Wright-Patterson AFB. For the past 35 years, he has been writing about automotive, aviation and technology subjects.

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How to Delegate...

...and Not Worry

Dr. Stephenie Slahor

We all have work styles and procedures which help us get tasks done. But, there comes a time for an hour, day, week or longer when work must be delegated to someone else.

Perhaps you're dealing with an unexpected demand, such as the upcoming visit of a VIP. Maybe you have to attend a regional conference the chief can't attend or, perhaps, you're just taking vacation time you have coming. Whatever the cause of your absence from your work, you might be worrying about what will happen while you're away.

To prevent those thoughts from rampaging through your mind, look at the effectiveness of the training you are giving to those who will take over for you. If you teach what must be done, you can feel more assured that critical tasks won't be neglected – or waiting for you upon your return to harness.

Team Building

Kathryn Dager is the founder of Profitivity, Inc. (**www.profitivityinc.com**), a company which supports management through effective education and training. "What's really important is that we empower people to work for us when we're not there," she says. Delegation is vital in good management because there are so many layers of priorities in day-to-day supervision, she says. "Every decision you make and every action you take has an impact on the short-term results and long-term success. You need your team and they need you."

Building team members to whom you can delegate means recognizing that there is an ongoing need to organize and prioritize, Dager says, whether the work is to be done by an individual or a team. Delegating tasks when you're away means you must have a cadre of people you can trust to carry out that organized and prioritized list of "to-do" work which has to be done in your absence.

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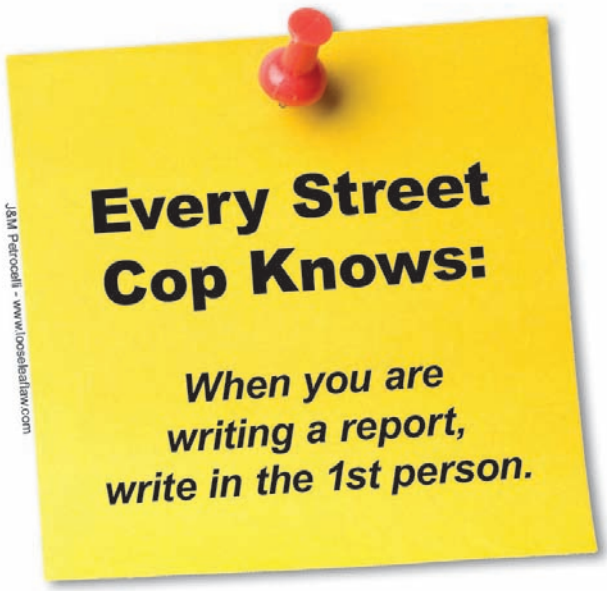
While most police managers and supervisors have excellent skills in processes and procedures, they sometimes lack finesse in the managerial skills needed to work with people. Using rank as the means of getting someone to work may result in completed tasks, but won't create motivated officers. Instead, officers will feel limited or frustrated, and will lack the personal responsibility and accountability to be motivated to work toward a specific goal.

Trust

"So much has to do with how much trust in your people you have when you're not there," Dager says. In most instances, it takes a long while to build that kind of trust. And, unfortunately, such trust can be broken quickly. "We can't leave work mentally when we can't trust the people who work with us," she said. The difference in having trust is the difference between delegating work and knowing it will get done, and worrying whether the people to whom you've left tasks can be trusted to work at those tasks effectively.

Dager recommends analyzing what builds trust and what breaks trust. Certainly, there are those with whom you work who "everyone knows" have a reputation of being negative, inefficient, or unreliable, or of missing deadlines, avoiding responsibility, blaming others when things go wrong, gossiping, and not caring about results. And, definitely, distrusted people are not the ones to whom you want to delegate.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Dager points out that there are different generations at work these days and, even among those of the same generation, people will bring different points of view and expectations about work and life, and may even differ about shared experiences. Some people learn virtually only from their peers, then come to a task with actually very little sense of how to deal effectively with people to work as a team or a self-starter. "You have expectations they don't know, much less realize," Dager said, but, still, it's necessary to reach each and every team member. To build trust and to train your team members how to work, you must actually teach that negativity is not acceptable, even though it does tend to get attention! "Negativity, very often, is a habit" for which negative people have been receiving a "payoff for it all their lives," Dager says. Being a leader, and then delegating some of your responsibility, mean focus on integrity and professionalism to reach accountability.

Specify

For effective delegating, create a positive and sensible approach to the work to be done. Dager suggests starting with a "walk-through" of the "what," "who," and "when" for each task to be done, listed by the priority in which the tasks are to be completed during the time you're away. If it will help, use a chart to list or diagram the tasks. Be as specific as necessary so that the work can be delegated in a definite way, or broken down into smaller tasks.

Next, be specific about who will do each of the tasks and who is responsible. Remember that, when assigning work, the assignments should be done by position/post rather than a specific individual's name. That way, if "John" or "Jane" isn't at work that day or that shift, whoever has the job of "FTO," or "watch commander" or "division lieutenant"

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Policy Aims to Minimize Shooting at Vehicles

In a letter to the community, Anchorage Police Chief Mark Mew said the Anchorage Police Department has added a new section to its use of force policy in regards to officers shooting at moving vehicles.

"In recent years, the number of incidents of APD officers shooting at moving vehicles has increased," the letter points out. "Naturally, these situations create high risk for public safety and the officers involved. More often than not, these types of events are on roadways, in neighborhoods, and places where other bystanders are around. There may also be passengers in the subject vehicles which may, or may not, be willing participants in the driver's criminal behavior."

"It is the goal of the Anchorage Police Department to protect public welfare and for every officer to go home safe every day," Mew said.

"In an effort to address this trend in our community, the Anchorage Police Department has researched how other law enforcement agencies around the country have reduced the number of officer shootings at moving vehicles. The department found that, over the last decade, many agencies have changed or created specific policies for shooting at moving vehicles and have since seen a decrease in the number of police shootings at moving vehicles.

"With the hope of decreasing this trend within our department and creating the safest environment possible for the public and our officers, APD has added a new section to its policy specifically focused on shooting at or from moving vehicles."

A synopsis of the new policy is as follows: "Unless use of deadly force is otherwise justified, an officer shall not shoot at a moving vehicle if the vehicle is being used as the only weapon."

The Anchorage Police Department is in the process of training its officers on the new policy and providing them with new tactics to complement the added policy.

Mew wrote, "It is the mission of the Anchorage Police Department to protect the public welfare and the department believes this new policy will help us in fulfilling our mission. As our community changes and different trends in crime emerge, we will continually review our policies and actions to ensure we are being innovative and proactive in protecting our community and our officers in the best way possible."

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knows that he/she is the one who must do the work. Be specific in the "when" for each job, e.g., "by 3:00 p.m. each day." Dager says be sure assigned work has specific tasks and time agreements so that everyone is working from the same guide. Post the chart in a prominent place so that assignments and follow-up are met without the "I forgot," or "I didn't know I was supposed to" excuses which could otherwise occur.

Dager says be sure that the team knows what is, and is not, acceptable. Some individuals are used to having someone tell them what to do rather than being self-starters. Your goal is to delegate and leave your work in competent and efficient hands. For that, you must motivate team members so they learn what they are to do and the time frames in which to do their tasks. Dager explains that delegating can be "telling" people, but it is more effecting when it is "asking" people to address what must be done. That, in turn, forces them to think through what must be done and when, and they become increasingly responsible for their duties and deadlines.

Go Outside Your Comfort Zone

These "ground rules" are for your team, says Dager. "I've seen so many tolerate behavior in others because they don't want to confront someone, and they reinforce the (poor) behavior that way," Dager says. Focus, instead, on building trust in every situation, she says. "Go for the learning in every situation, no matter how uncomfortable it seems," she states. Encourage the team to give respect to everyone, listen for comprehension, be open to learning, evaluate what works or doesn't based on measurable results, and the importance of keeping agreements. This kind of team building will benefit not only what you're delegating now, but also how your team members will work together in the future for other tasks. You are stretching individuals' responsibilities and stretching their abilities to be more accountable for those responsibilities.

Effective supervisors know that, sometimes, the mundane must be taught – meeting deadlines on time, being ready to work, doing what has been agreed to, and not giving reasons or excuses for failures in work responsibilities. The traditional structure of police organization once focused on a pattern of rank and authority for getting work done, but that methodology can also create a negative environment based on demoralization, dictatorial methods, or unclear standards. What works in effective management in other settings – corporate, health care, schools, etc. – has been adopted by successful police agencies to create an organization which operates on effective supervision through motivation, focus, good communication, and professional approaches toward responsibility and professional growth.

All Together Now

You want your team to have the tools and authority to make decisions and get work done. Ask how they see a situation or how they will do something, and listen to their answers, says Dager. Team brainstorming can often implement new and better ideas, and foster the delegating which results in work done and goals met. Certainly, you can provide guidelines, but, if you've built a team member who knows competent performance will be recognized and rewarded, you will motivate officers and staff to use their judgment and autonomy in choosing the methods and procedures most likely to create solutions and accomplish goals.

Humans don't like to do what is "unfamiliar," Dager explains. So, you must reinforce the behavior you want by helping team members think through steps and processes. Growing beyond the "comfort zone" creates new skills and grows the confidence to use those skills, she says. Getting officers and staff to work together in anticipating and/or solving solutions to problems or steps toward a goal gives them the opportunity to contribute to the project and gives you the "buy in" which you want them to have. Says Dager, "I want you to stop thinking through for them. We're either growing or we're decaying; there's nothing in between," she emphasizes. When work is your team's own choice, they get the job done right, on time and efficiently, even if you're not there to supervise. "Everyone needs to see, feel and believe that they are important," Dager says and that leads to worry-free delegating.

Recommended reading for the art of managing and delegating: *The Leader's Compass for Law Enforcement Professionals: A Values-Based Approach to Influencing People, Accomplishing Goals, and Improving Your Organization*, by Dr. Roy E. Alston and Dennis Haley, and published by Academy Leadership Publishing, **www.academyleadership.com**.

About the Author: Stephenie Slahor, Ph.D., J.D., is a writer in the fields of law enforcement and security. She can be reached at drss12@msn.com.

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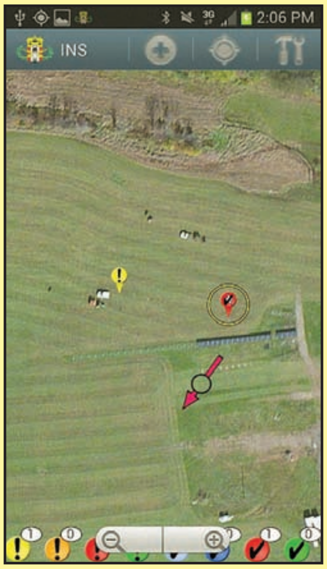

The Technical Support Working Group (TSWG) IED Instant Notification System (INS) App is available free to all US bomb technicians. The app was designed by the Force Protection product group of Applied Research Associates and unveiled during a spring gathering of the National Bomb Squad Advisory Board.

The INS App provides a way for bomb technicians responding to a suspect device or vehicle to share relevant information with fellow bomb squads while en route to, or at, the incident site. Information can be updated with a few clicks on a smartphone dropdown menu upon resolution of the incident or during ongoing investigations. According to the Technical Support Working Group, the launch of this app represents the first time in the history of US bomb disposal that bomb technicians have been able to share threat, incident and device information instantaneously.

“Enabling consistent communication is a challenge which our bomb squads face daily,” said Dr. Ed Bundy, Program Manager for Improvised Device Defeat at the Technical Support Working Group. “The INS App provides bomb technicians the ability to quickly and efficiently share information while remaining focused on their real mission which is dealing with the device and returning the scene to normalcy. Rather than having to answer their phone in the middle of an incident to field questions, the app makes their smartphone work for them, pushing out relevant information to those who really need it. The day will soon be over when bomb technicians on the East Coast only find out about an incident on the West Coast days later, and only because it made the nightly news.”

TSWG has licensed the INS App for download by every certified public safety bomb technician and National Bomb Squad Commanders Advisory Board account user. The app is now available for download on the Google Play store, and available for download on the iPhone®.

The app allows users to define in what geographic area they receive alerts; over what period of time; with what other squads they want to collaborate (mutual aid with other agencies); and what additional information (event category, event location, instant messaging notes, etc.) they wish to share. INS supports not only the teams directly involved in a response by providing a consistent electronic record of incidents and events, but notifies the Bomb Arson Tracking System database, making this information more readily available to investigators nationwide.

“As more smartphones make their way into the hands of our first responders, we’re focused on delivering technology which streamlines processes to save time and lives,” said Matthew Fordham, ARA Unmanned Systems and Security Products Group Leader. “Bomb technicians nationwide can now download and use the INS App to improve their fast paced interteam communication and ongoing bomb squad community sharing of information.”

ARA Force Protection products are developed by Applied Research Associates (ARA). Founded in 1979, ARA is an employee owned scientific research and engineering company dedicated to solving the most critical national security problems.

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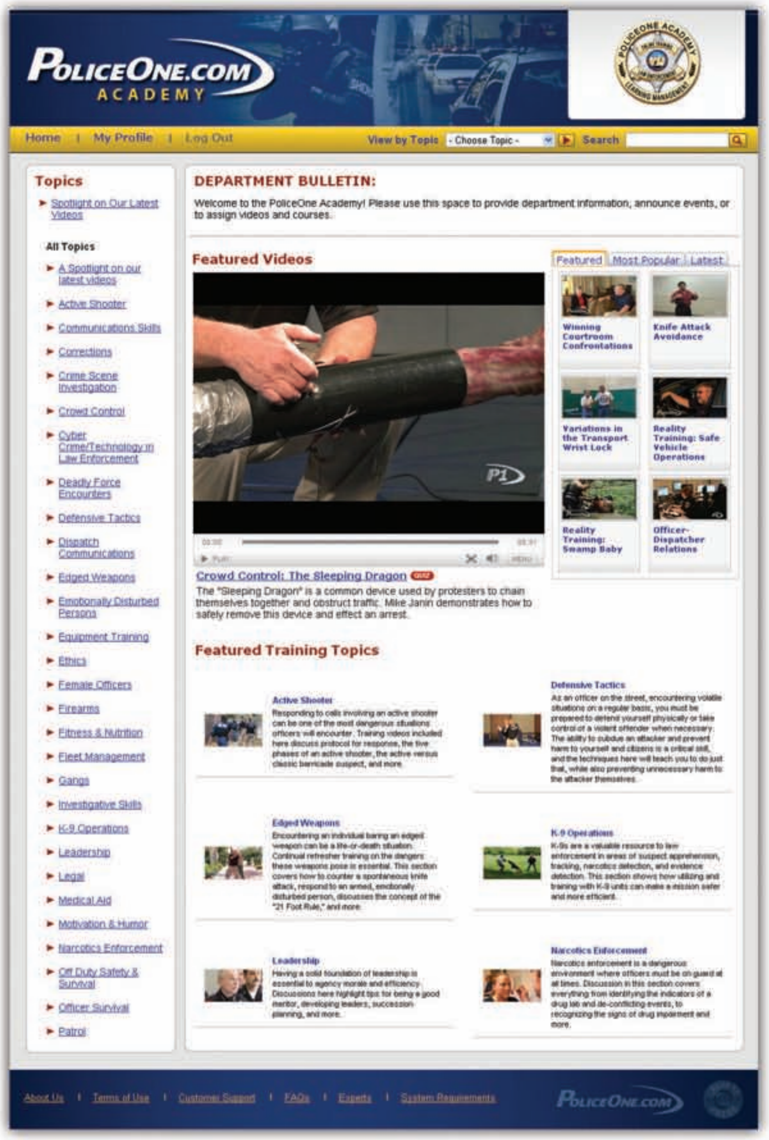
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Featured Videos

Crowd Control: The Sleeping Dragon

The "Sleeping Dragon" is a common device used by protesters to chain themselves together and obstruct traffic. Mike Janin demonstrates how to safely remove this device and effect an arrest.

Featured Training Topics

Active Shooter
Responding to calls involving an active shooter can be one of the most dangerous situations officers will encounter. Training videos included here discuss protocol for response, the five phases of an active shooter, the active versus classic barricade suspect, and more.

Defensive Tactics
As an officer on the street, encountering volatile situations on a regular basis, you must be prepared to defend yourself physically or take control of a violent offender when necessary. The ability to subdue an attacker and prevent harm to yourself and citizens is a critical skill, and the techniques here will teach you to do just that, while also preventing unnecessary harm to the attacker themselves.

Edged Weapons
Encountering an individual baring an edged weapon can be a life-or-death situation. Continual refresher training on the dangers these weapons pose is essential. This section covers how to counter a spontaneous knife attack, respond to an armed, emotionally disturbed person, discusses the concept of the "21 Foot Rule," and more.

K-9 Operations
K-9s are a valuable resource to law enforcement in areas of suspect apprehension, tracking, narcotics detection, and evidence detection. This section shows how utilizing and training with K-9 units can make a mission safer and more efficient.

Leadership
Having a solid foundation of leadership is essential to agency morale and efficiency. Discussions here highlight tips for being a good mentor, developing leaders, succession planning, and more.

Narcotics Enforcement
Narcotics enforcement is a dangerous environment where officers must be on guard at all times. Discussion in this section covers everything from identifying the indicators of a drug lab and de-conflicting events, to recognizing the signs of drug impairment and more.

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James L. McClinton, Ph.D

ELMER FUDD AND DAFFY DUCK HAVE FORGED A CLOSE BOND OVER THE YEARS!...

Security screeners at a Honolulu courthouse noticed something moving inside a defendant's bag as it passed through an X-ray machine. After initially refusing to open it, the bag's owner reluctantly revealed what was inside. A Department of Public Safety spokeswoman said that, when he opened the bag, screeners found a live duck. Deputies told the owner of the duck that his pet wouldn't be allowed inside Circuit Court, so he left. He returned a short while later and asked that deputies look after his belongings while he (the defendant) went inside for an appointment, police said. The duck waited outside. Local news media reported that he has two felony assault cases pending. A police spokeswoman said the man didn't appear intoxicated. *(Drunkenness was not an issue here...but sanity clearly was!)*

These guys couldn't pour water out of a boot – with instructions on the heel!... State troopers in northern New Jersey didn't have to go far to make a pot bust; in fact, they didn't even have to get in their cruisers. Police say they caught three men lighting up in a car in the parking lot of the police barracks in Totowa. What gave the men away? A trooper setting out for night patrol caught a whiff of marijuana. They were waiting for another man who was inside the station picking up paperwork for an impounded car. Authorities said that, for reasons unknown, the men didn't expect to see a trooper in the parking lot of the state police barracks. *(What did they expect to see there, reserved parking spots for stoners?)*

"All hail the power of rigatoni!"... When a 25-year-old man went to the Motor Vehicle Commission (MVC) in Dayton, New Jersey, to renew his driver's license, he was told to remove his head covering before they would take his photo. But, he didn't like the idea and refused to comply. MVC employees explained that it must be removed unless it's being worn for religious reasons. He then insisted that it was and wouldn't take it off. "I take it as seriously as anybody else when it comes to religious beliefs," he said. When he took out his camera and started taking a video of the employees, they called the police. Officers told him he had to apply to the state before he'd be allowed to wear the headgear for his photo and the man removed it. The head covering in question: a spaghetti strainer. He said he's a Pastafarian – a member of the Church of the Flying Spaghetti Monster which is a movement opposing teaching "intelligent design" and creationism in schools. *(It seems only fitting that this "meatball" was wearing a strainer on his "noodle"!)*

They made a believer out of him!... The 14 guests at a jewelry party in Lake City, Florida, were initially incredulous that a 24-year-old home invader meant to rob them, but, when they saw that he was serious (by putting his gun to the head of one woman), the hostess went into action. "In the name of Jesus," she shouted, "get out of my house now!" Then, the guests repeatedly chanted in unison, "Jesus! Jesus! Jesus!" The robber, frightened or bewildered, sprinted out the door empty-handed and was later arrested. *(Talk about rude – he left before the service was over and didn't bother to leave an offering in the collection plate!)*

This is amazing – he convicted and sentenced himself without even trying to plea bargain!... A Michigan judge whose smartphone disrupted a hearing in his own courtroom has held himself in contempt and paid $25 for the infraction. The judge has a posted policy at Ionia County 64A District Court which states that electronic devices causing a disturbance during court sessions will result in the owner being cited with contempt. Recently, during a prosecutor's closing argument in a jury trial, the judge's new smartphone began to emit sounds requesting phone voice commands. He said he thinks he bumped the phone and the embarrassment likely left his face red. During a break in the trial, he fined himself. He says if he can't live by the rules he enforces, he has no business enforcing the rules. *(I hope he doesn't overturn his own conviction on appeal!)*

Karma strikes again!... In Curtis, Michigan, a woman accused of breaking and entering and then stealing from a hotel was arrested in what was meant to be her getaway. The woman had locked herself in her car and couldn't get out because the interior door latches were stuck and she'd dropped her keys, according to police. But, she needed the keys to roll down her windows. "During the course of the theft, the suspect unknowingly lost the keys to the vehicle and, after loading and getting into the car, realized she was locked inside because the inside door latches were broken," troopers said in a news release. When police arrived at the scene, they found the suspect still in her car and unable to go anywhere. She was transported to a local jail to face formal charges. *(She was probably trying to get money to buy new door latches.)*

"Let's see...ah, yes, here it is. Item #7 on my list says, 'plead insanity!' "... From Weymouth, Massachusetts, comes the story of a man who recently put some effort into planning his day. His first order of business was to break into a residence. But, that's as far as he got because police noticed the suspicious activity and caught him inside stealing items from a UPS package. While they were interrogating their prisoner, police became aware of his "Goals for Friday" list which included: 1. Find crystal meth; 2. Get a gold watch; 3. Rob a dealer; 4. Sell the stolen drugs; 5. Get some cocaine; and 6. Do one kind thing for a stranger. While police were favorably impressed with item number six, they still considered it prudent to arrest the star of our story and charge him with breaking and entering. *(Any criminal who has to write down the crimes he intends to commit should consider a new vocation...like politics!)*

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New Inexpensive Trauma Kit

Rescue Essentials has introduced the **School Resource Officer (SRO) Trauma Kit** to enable officers to render prehospital care and stabilize trauma victims at the scene of injury – to address injuries up to (and including) major extremity bleeding, as well as perform CPR. The **Kit** is small enough and inexpensive enough to be carried by every officer every day, and includes a SWAT-T Tourniquet which does double duty as a tourniquet or pressure bandage; a Z-Pak dressing with enough z-folded gauze to treat a serious wound; gloves; and a CPR mask.

Circle 4092 for More Information

New Docking Solution for Panasonic's 10" Toughpad FZ-G1

Havis Inc. has recently announced that its new **Docking Station for the Panasonic Toughpad FZ-G1** is now available for preorder. Compared to the normal configuration, the full configuration of the **Toughpad FZ-G1** features a thicker depth, an optional extended battery, and an optional smart card reader. The Havis **Docking Station for the Panasonic Toughpad FZ-G1** will include models featuring a dual high gain antenna to improve range and a Lind power supply with a customized cord length and connector tip. This family of products will also offer a mount only version without the electronics of a docking station.

Circle 4093 for More Information

New Riot Helmet

The Schuberth **P100 Riot Helmet** protects officers against impact, penetration, chemicals, fire, and ballistic threats, offering the highest level of protection available for violent situations. A multilayer, flame-resistant aramid shell with self-extinguishing paint and a shock absorbing EPS inner shell are featured, along with a stab- and flame-resistant PU/Kevlar® neck protector and a flame-resistant, antibacterial removable Nomex® lining.

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